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Supporting National Responsibilities in the Quest to Achieve an International Agenda: An Exploratory Case Study from the United Arab Emirates

Kamal Al Yammahi

This thesis is presented as part of the requirements for the conferral of the degree:
Doctorate of Business Administration

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Declaration

I, *Kamal Al Yammahi*, declare that this thesis is submitted in partial fulfilment of the requirements for the conferral of the degree of Doctorate of Business Administration from the University of Wollongong, and is wholly my own work unless otherwise referenced or acknowledged. This document has not been submitted for qualifications at any other academic institution.

Note: I have published two outputs from this thesis. Of these, one is a conceptual piece, in a journal, from my introduction and literature chapters and the second, is a book chapter, from my qualitative data (research findings, discussion and conclusions chapters). Both these are acknowledged in this thesis. These are:

1. Al Yammahi, K., & Guruswamy, M. (2017). Exploring the role of CSR as national responsibility. *Journal of Global Responsibility*, 8(1), 34-46
[<https://doi.org/10.1108/JGR-11-2016-0033>]
2. Al Yammahi, K., Pereira, V., & Temouri, Y. (2019). Supporting National Responsibilities in the Quest to Achieve an International Agenda: An Exploratory Case Study from the UAE. In *Practising CSR in the Middle East* (pp. 119-160). Palgrave Macmillan, Cham. [https://link.springer.com/chapter/10.1007/978-3-030-02044-6_7]

Abstract

The principle objective of this thesis is to explore how corporate social responsibility (CSR) can be influenced and motivated to 1) contribute to national responsibility (NR) and 2) achieve the international agendas related to sustainability. More specifically, this study aims to answer the following three research questions:

Q1: What factors are the supranational expecting from the national and corporate levels in the context of sustainability?

Q2: What factors is the national community expecting from the corporate level in the context of sustainability?

Q3: What factors can influence/motivate CSR to positively contribute to NR to achieve the supranational agenda related to sustainability?

The research design and methodology adopted in this study was a sequential multimethod approach, beginning with a review of the historical evolution of CSR and NR. This was followed by a series of open-ended interviews with government professionals. Thereafter, based on the results of the interviews, a survey was designed and distributed to companies registered in United Nations Global Compact United Arab Emirates (UNGC UAE) network to identify the factors that influence CSR to positively contribute to NR in the context of sustainability at national and supranational levels. Key findings from this research revealed that within the United Arab Emirates (UAE), the federal government can influence and motivate the private sector to support national and supranational sustainability agendas by building strategic investment opportunities, raising awareness about sustainability agendas and raising the capacity of candidates within the community to meet the private sector's employment needs. In terms of academic contributions, this thesis fulfils the need for research that links CSR and NR in the context of sustainability. Further, to the researcher's knowledge, there is little or no research discussing NR in the Middle East and, more specifically, in the UAE.

This thesis fills a gap in the literature by addressing this topic. Regarding policy implications, the research findings contribute to the process of designing sustainable development strategies for the federal government of the UAE to encourage the private sector to support sustainability agendas. Methodological contributions include a contribution to the World Bank Enterprise Survey method by involving local government in the design process and modifying the scope of the survey to assure its relevance to the interests of the targeted government or country. The originality and value of this research is found in its contribution to understanding how the government can influence and motivate the private sector to support achievement of national and supranational sustainability agendas.

Keywords: corporate social responsibility, CSR, national responsibility, NR, Millennium Development Goals, MDG, Sustainable Development Goals, SDG, United Nations Global Compact, UNGC.

List of abbreviations

CSR: corporate social responsibility

CSA: country-specific advantage

FSA: firm-specific advantage

GRI: Global Reporting Initiative

GNI: gross national income

ISO: International Standard Organization

MDGs: Millennium Development Goals

MNC: multinational corporation

NR: national responsibility

NGO: non-governmental organisation

NPO: non-profit organisation

SDGs: Sustainable Development Goals

UAE: United Arab Emirates

UN: United Nations

UNGC: United Nations Global Compact

UNCG UAE: United Nations Global Compact United Arab Emirates

Acknowledgements

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1 Background

1.1 Introduction

Human society faces significant problems due to population growth, resource scarcity and their combined effect on the economy (Dilworth, 2009). Likewise, climate change is a global phenomenon affecting communities with increasingly severe natural disasters such as hurricanes Mitch and Katrina (Compton, 2014, p. 360). The problems resulting from resource scarcity were identified and, in some cases, accurately predicted in the mid-twentieth century by pioneering ecologists, geologists, economists and engineers (Hall & Day, 2014, p. 49). In addition, there is much talk about sustainability, along with the emergence of a new field called 'sustainability science' (Burger et al., 2012). It is unlikely that increasing global dependence on energy can be sustained (Hall & Day, 2014, p. 51). Non-renewable energy resources account for 87% of the total global primary energy demand, while renewable resources provide 13% of the total demand (May, 2010, pp. 21–24). Although renewable energy is sustainable and widely available, it requires expensive infrastructure and cannot completely replace some types of non-renewable energy (May, 2010, p. 24). The crisis involving natural resources and sustainability affects all aspects of life; therefore, it demands greater responsibility be taken, particularly at the corporate level, for addressing and resolving these problems.

Amid growing interest in the preservation of natural resources, an increasing amount of scholarship highlights the importance of responsibility through collective efforts supporting human rights and sustainability at a global level (Miller, 2007; Schmeller, Evans, Lin & Henle, 2014). In a global context, nations have their own interests that sometimes coincide—and often collide—with those of other nations (Marshall, 1952, p. 84). Humans are both victims and agents because of their unlimited needs and vulnerability; at the same time, they must take responsibility for their own lives (Miller, 2007, pp. 5–6). All nations must work collectively by exercising national responsibility (NR) to eliminate global problems and achieve a better future (Abdel-

Nour, 2003; Miller, 2007). National responsibility (NR) refers to the direct and indirect responsibility of national leaders, institutions and groups in society to shape particular policies, actions and outcomes (Shaw, 2011). Bergsteiner and Avery (2010) argue that the ability to comprehend responsibility is increasingly important for corporate, government and non-government leaders. Conversely, Rawls posits that a system generates its own support and must be arranged by its members to create a sense of justice (1999). Therefore, there is a need to maintain a systematic relation between community members within a specific nation to maintain justice for society at both national and supranational levels. As defined by Smith, a nation is 'a named human population sharing a historic territory, common myths and historical memories, a mass public culture, a common economy and common legal rights and duties for all members' (Smith, 1991, p.14). Corporate responsibility and sustainability are recurring themes in academic studies, encompassing such topics as business ethics, corporate social performance, global corporate citizenship and stakeholder management (D'Amato, Henderson & Florence, 2009, p. 2). Many successful business executives believe that those who have made a personal fortune will know how to make an entire nation more prosperous (Krugman, 1994). Public pressure, in the form of campaigns and negative imaging of corporations, also encourages organisations to streamline their business practices in the context of corporate social responsibility (CSR) (Delchet-Cochet & Vo, 2013, p. 134). CSR is expected to exemplify the new relationships that exist between the public and private sectors. These transformed relationships anticipate a new role for businesses, which is to embrace national and global responsibilities related to environmental and social problems (Gjølberg, 2009b, pp. 605–606). However, the measurements of CSR used in the literature do not reveal the extent of business commitments to social, environmental or broader human rights standards (Fransen, 2013, p. 218). From a policy perspective, and within the context of sustainability, governments must explore partnerships and contributions from the business sector (Al Yammahi & Guruswamy, 2017, p. 41). Analysing the affiliation between corporate and national responsibilities

is challenging (Boulouta & Pitelis, 2014, p.349) Therefore, from policymakers' perspective at the national level, there is a need to know the following: what factors can influence/motivate CSR to positively contribute to NR to achieve the supranational agenda related to sustainability?

To answer this question, it is first necessary to know what factors the supranational—mainly as the United Nations (UN)—and national are expecting from the corporate level. This thesis is thus designed to answer two questions: What factors are the supranational expecting from the national and corporate levels in the context of sustainability? What factors is the national community expecting from the corporate level in the context of sustainability? Knowing these expected factors enables researchers to understand what factors can influence/motivate CSR to positively contribute to NR to achieve the supranational agenda related to sustainability.

1.2 Sustainable Development Goals

Millennium Development Goals (MDGs) refer to an international agenda managed by the United Nations and are implemented by developed countries to support underdeveloped countries. Comprising eight goals and 18 targets, this agenda provides a concrete framework for tracking poverty, hunger, maternal and child mortality, communicable disease, education discrepancies, gender inequality, environmental damage and the global partnership. The idea of creating the Millennium Development Goals (MDGs) was born in the 1980s and 1990s. In the year 2000, during the Millennium Summit of the UN, the MDGs were officially announced as the United Nation Millennium Declaration 3 (Lomazzi, Borish & Laaser, 2014), constituting a new method of mobilising resources and setting important social priorities worldwide (Sachs, 2012, p. 2206). Further, the MDGs are the most widely supported and comprehensive development goals that the world has ever established (Lomazzi et al., 2014, p. 1).

Since the year 2000, several high-level meetings and summits were conducted to follow up on the progress of the MDG's eight goals and 18 targets. In the face of

climate change and other critical environmental issues, there is widespread agreement that environmental objectives require as much attention as plans to reduce poverty (Sachs, 2012).

In 2012, a new round of international goals, the Sustainable Development Goals (SDGs), were proposed. The SDGs are a follow-up of the MDGs, to be enacted between 2015 and 2030 (Sachs, 2012; Lomazzi et al., 2014). The goals are targeted to focus on developing and developed countries in parallel, with a focus on achieving sustainable development through economic growth and diversification, social development and environmental protection (Griggs, 2013; Sachs, 2012; Sarabhai, 2014). The SDGs have quickly gained prominence due to the growing urgency of sustainable development throughout the world (Sachs, 2012; Lomazzi et al., 2014); almost all global societies acknowledge the need for a combination of economic development, environmental sustainability and social inclusion (Sachs, 2012, p. 2206). Achieving the moral and pragmatic imperatives embodied by the MDGs requires 'responsible markets': that is, markets rewarding companies that embrace responsible practices in their daily business operations. This is the only way in which competitive markets will create a 'race to the top' trend of escalating productivity, human development and environmental responsibility (Zadek, 2006, p. 334).

The United Arab Emirates (UAE) has made a positive commitment to participating in this global agenda. In accordance with the mandate of the UAE Ministry of International Cooperation and Development, strategic indicators have been established to highlight the UAE's commitment to supporting and participating in the MDGs (UAE Ministry of International Cooperation and Development, 2014). Based on information provided by the Ministry, foreign assistance is playing an important role in the gross national income (GNI) of the UAE. The total UAE disbursement for foreign assistance as a portion of GNI was 0.30% in 2010, 0.62% in 2011 and 0.46% in 2012. In 2014, the total net official development assistance of the UAE reached USD 5.1 billion, representing a decrease in real terms of 6% during 2013. The ratio of ODA as a share of GNI also fell in 2014 to 1.26%, down from 1.34% in 2013

(The Organisation for Economic Co-operation and Development, 2016). The 2013 and 2014 figures are the highest internationally.

1.3 United Nations Global Compact

In 2000, the UN established a new way to incorporate businesses, UN agencies, global trade unions and global and local non-profit organisations in sustainability (Rasche & Gilbert, 2012; Voegtlin & Pless, 2014; Sethi & Schepers, 2014), titled the United Nations Global Compact (UNGC). The main purpose of this form of cooperation is to encourage the private sector and other players to support sustainability agendas like the MDGs and SDGs (Rasche, Waddock & McIntosh, 2013). The UNGC is forming a global CSR practice, making it the largest voluntary global governance initiative to address sustainability agendas (Berliner & Prakash, 2014; Voegtlin & Pless, 2014). The UNGC consists of 10 principles covering human rights, labour standards, environment and anti-corruption (Bremer, 2008). Therefore, this initiative has become the largest form of CSR at a global level to support sustainability initiatives (Rasche & Gilbert, 2012).

1.4 Research Gaps

Although the concept of NR was discussed many times in the century before the concept of CSR was addressed (see for example, Clarke, 1899; Elkin, 1934; Stanley, 1933; Tan, 2008), it was discussed less than CSR. Moreover, this concept is not discussed in details in the current literature (see arguments made by Al Yammahi & Guruswamy, 2017). Windsor highlighted that CSR models are debatably matching many models related to economic nationalism (2019, p233). Therefore, there are a limited number of papers in the literature that comprehensively explore NR, which paves the way for this research to plug the gap and to enhance research on NR furthermore.

Further, the literature on NR discussed this concept in through the context of American and the United Kingdom (Stanley, 1933), Australia (Fegan, 1953), Denmark (Morlan, 1973), and at other international levels (Abdel-Nour, 2003; Miller, 2007).

However, there is no established research related to NR in the Middle East (Al Yammahi & Guruswamy, 2017; Mellahi & Rettab, 2019, p48), leaving a considerable research gap in the overall study of this concept. As highlighted by Mellahi & Rettab, even though many organisations in the Middle East are practicing CSR and integrating CSR into several aspects of their business, the CSR nature is still unclear in the region (2019, p46).

Additionally, although the concept of NR is discussed in the literature, it is not considered at the corporate level and the private sector level (Boulouta & Pitelis, 2014; Carroll, 1979; Carroll, 1983; Carroll, 1999; Chen et al., 2019, p1607). Also, almost no research focuses on exploring the role that CSR can play in fulfilling NR (Al Yammahi & Guruswamy, 2017; Golob & Hrast, 2018; Graafland & Smid, 2019). Thus we can establish that the current literature on CSR doesn't show how this concept can be integrated at the national level (Fransen, 2013; Thanetsunthorn & Wuthisatian, 2018). Therefore, more research is needed to highlight how CSR can contribute positively to national interests.

1.5 Aim and Scope

This thesis is designed to explore how CSR can be influenced and motivated to contribute to NR to achieve the supranational agendas related to sustainability. Analysing the relationship between corporate and national responsibilities is problematic (Boulouta & Pitelis, 2014; Golob & Hrast, 2018) and the question of this business–government dimension of CSR has not been addressed systematically in academia (Gjølberg, 2009b; Thanetsunthorn & Wuthisatian, 2018). Therefore, this thesis has the objective of filling this gap.

This thesis is significant in that it supports the approach of the UAE government to include the private sector—through CSR—in its sustainability agendas at both the national and supranational levels. The literature has highlighted that supranational bodies—particularly the UN—have a sustainability agenda (the SDGs) under the responsibility of nations and countries. Concurrently, they encourage the

private sector to support this agenda through the collective global CSR approach, the UNGC. At the national level, the UAE Government is also encouraging the private sector to be included in development agendas. Therefore, this research also has significance in that it contributes to understanding and actioning the need to include the private sector in contributing to NR.

1.6 Role of Corporate Responsibility in Supporting National Responsibility

In the past decade, corporate responsibility—the voluntary engagement of businesses with social and environmental issues above the legally mandated minimum standard—has risen to prominence (Kinderman, 2008, p. 1). CSR is when a business surpasses its profit-making functions to advance social objectives such as sustainable economic development, quality of life and national standards of living, among others (Boulouta & Pitelis, 2014). Consequently, corporations will help bridge the gap between policy and social welfare while maintaining profitability.

The institutional environment of businesses significantly influences firms to assume CSR (Campbell, 2007; Moon & Matten, 2008). Campbell (2007) highlighted that the relationship between basic economic conditions and corporate behaviour is affected by numerous corporate conditions like public and private regulations and organised dialogue between corporations and their stakeholders. Gjørlberg (2009b, p. 629) states that political and economic systems were developed decades before the CSR debate and this continues to play a decisive role in companies' inclination and ability to respond effectively to the challenges of a globalised economy. The institutionalist hypothesis postulates that a company's CSR efforts are a function of institutional dynamics in a nation's political-economic system, thereby transforming the relationship between state and civil society and signalling a new role for private actors in future national governance (Gjørlberg, 2009b, pp. 605–606). Moreover, institutional theory maintains that an organisation's CSR is embedded in sociopolitical indicators, implying that a nation's political bodies can affect the implementation of

CSR at the organisational level (Campbell, 2007; Matten & Moon, 2008; Gjørlberg, 2009). Dummett (2006) confirmed that government intervention in the form of legislative policy encourages or forces greater corporate responsibility.

As critical infrastructure in Western nations is largely controlled by private sector organisations, corporate responsibility for national objectives is not confined to national corporations. For example, Ridley (2011) concludes that some aspects of national and global security are CSR related at the private sector level. Therefore, critical infrastructure resilience, in which infrastructure is at least in part controlled by private corporations, may be viewed explicitly as a CSR-related phenomenon (Ridley, 2011, p. 122).

In a recent study, Boulouta and Pitelis (2014) reveal that the link between CSR and competitiveness has been examined mainly at the business level. They studied the link between CSR and national competitiveness in 19 countries over a period of six years and concluded that CSR is positively correlated to national competitiveness. In a study of the relation between corporate voluntary disclosures and the competitiveness of Indian firms in the international product market, Subramanian and Reddy (2012, p. 214) demonstrate that firms become more competitive in international markets when they voluntarily disclose their practices. In another study, Porter and Kramer (2006, p. 92) conclude that CSR will become increasingly important in guaranteeing success in business. As the previously mentioned study on German firms reveals (Kinderman, 2008), it is in the national governments' interest to provide CSR-based incentives for firms by helping them become more competitive and achieve higher performance, which thereby reinforces allegiance. However, Fransen (2013, p. 213) explained that the literature is not specific in determining what parts of political-economic configurations affect CSR practices, what precise aspects of CSR are affected by national-institutional variables and how causal mechanisms between national-institutional framework variables and aspects of CSR practices function. Fransen (2013, p. 225) argues that contemporary literature on the national integration of CSR is unable to demonstrate how national-institutional environments affect CSR

practices. Another gap highlighted in the literature is that CSR measurements used in the literature do not reveal the extent of business commitments to social, environmental or broader human rights standards (Fransen, 2013, p. 218). Therefore, CSR appears to play a role in facilitating the process between policymaking and achieving national competitiveness. According to Fransen (2013, pp. 214, 218, 225), more research is required to link CSR and national–institutional environments.

Institutional theory claims that policy affects CSR and that an organisation's CSR is embedded in sociopolitical indicators (Campbell, 2007; Gjølborg, 2009b; Kinderman, 2008; Moon & Matten, 2008). The concepts of institutional theory and institutionalisation have been defined in diverse ways, with substantial variation among approaches (Scott, 1987, p. 493). One basic premise underlying institutional theory is that organisations are socially constructed and that they are subject to pressures that influence the design and operation of their regulatory structure (Baker, Bédard & Hauret, 2014, p. 373). Institutional theorists have directed attention to the importance of the symbolic aspects of organisations and their environments (Scott, 1987, p. 507). Environmental agencies' ability to define the reigning forms of institutional structure will be determined largely by political contests among competing interests (Scott, 1987, p. 509). After a period of rapid growth and high creative energy, institutional theory in organisations has entered a phase of more deliberate development, accompanied by efforts aimed at self-assessment and consolidation (Scott, 1987, p. 493).

1.7 Research Questions

Q1: What factors are the supranational expecting from the national and corporate levels in the context of sustainability?

Q2: What factors is the national community expecting from the corporate level in the context of sustainability?

Q3: What factors can influence/motivate CSR to positively contribute to NR to achieve the supranational agenda related to sustainability?

Figure 1.1 illustrates the conceptual framework of this research, which explains the process of the study through answering the three mentioned research questions. This research intends to explore what will influence and motivate the private sector to support NR; to do this, it must first be understood what the supranational (mainly the UN) and the national (the UAE government) are expecting from the private sector. The research will begin with several interviews with professionals from the UAE Ministry of Foreign Affairs and International Cooperation to answer the first research question. Then, interviews will be conducted with professionals from the UAE Federal Competitiveness and Statistics Authority to answer the second research question. Based on the findings from the interviews, a survey will be designed to explore what will motivate the private sector to fulfil the expectations of both supranational and national entities.

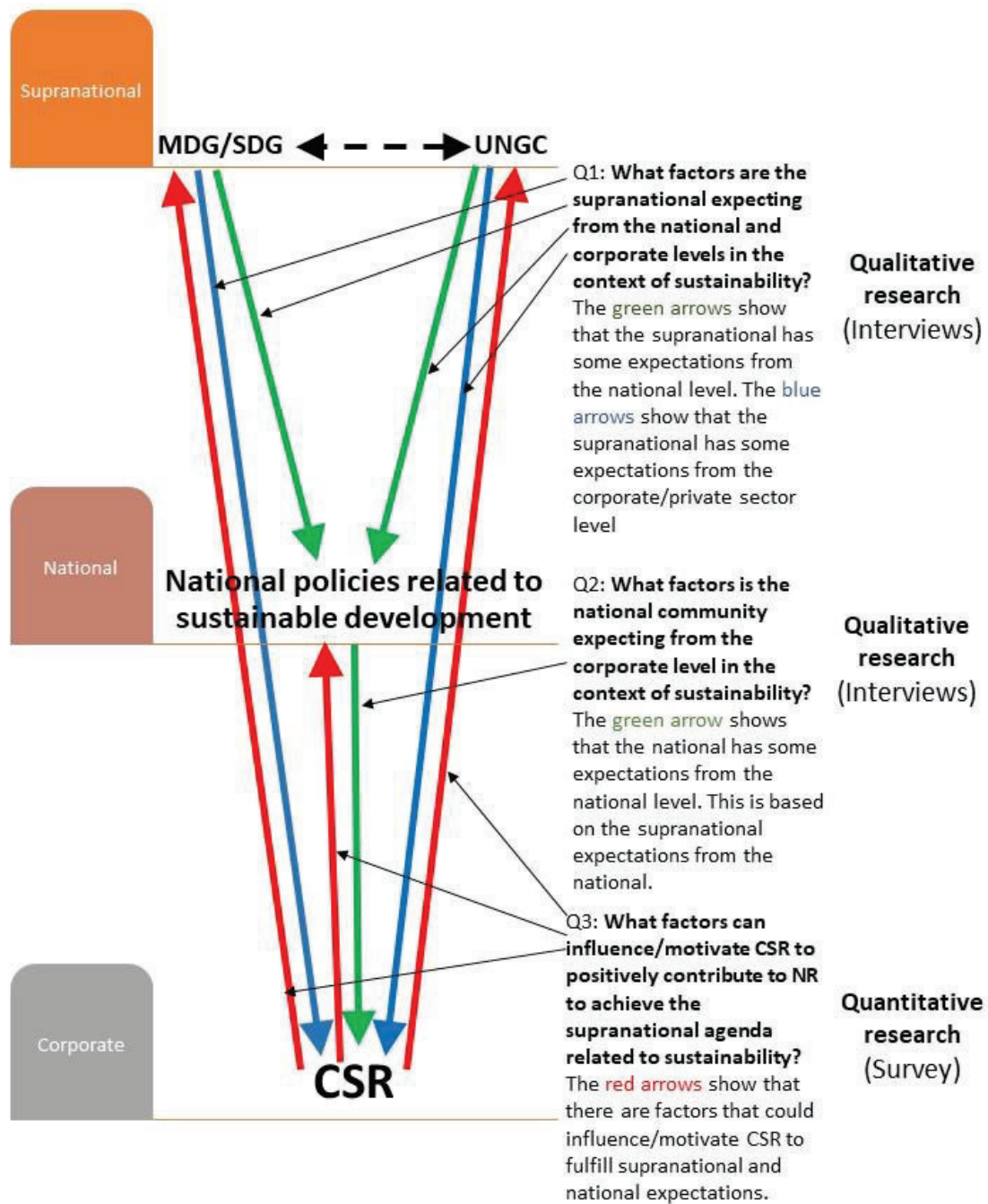


Figure 1.1: Conceptual framework (source: author).

1.8 Thesis Design

The thesis is designed to answer the three research questions sequentially. Following the Literature Review in Chapter 2, the three research questions are detailed and the conceptual framework is discussed. The research method is discussed in Chapter 3. The first part of the research will be implemented through interviews and the first research question will be answered using the data gathered by interviewing officials from the UAE Ministry of Foreign Affairs and International Cooperation. The second research question will be answered using data gathered by interviewing officials from the UAE Federal Competitiveness and Statistics Authority. Chapter 4 discusses the results of the interviews. Chapter 5 discusses the quantitative aspect of this research process, which included designing, distributing and analysing the result of the survey. The purpose of the survey was to gather data to answer the third research question. Findings of the research are discussed in Chapter 6.

1.9 Contribution

1.9.1 Academic contribution.

To date, there is no research linking between CSR and NR in the context of sustainability. Further, there are no studies investigating NR in the Middle East and, more specifically, in the UAE. Therefore, there is a strong need for research like this thesis to contribute to closing these gaps.

1.9.2 Policy implications.

The findings of this research will contribute to the process of designing sustainable development strategies for the federal government of the UAE to encourage the private sector to support sustainability agendas.

1.9.3 Methodological contribution.

This research contributes to the World Bank Enterprise Survey method by involving local government in the design process and expanding the scope of the survey to include SDG.

2 Literature Review and Conceptual Framework

In this chapter, the literature regarding the main constructs of the research (NR, CSR and international development) is reviewed. As the main purpose of this thesis is to explore how CSR can be influenced to contribute to NR to achieve the international agendas related to sustainability, there is a need to first understand what these constructs mean and why it is necessary to link them. The chapter will start by reviewing the academic literature on topics related to NR and CSR. The linkage between NR and CSR will then be discussed. Following this, a historical review will be conducted on international development, as this topic is a critical area of discussion at the supranational level. International development is discussed to understand the basis for developing the international agendas related to sustainability (mainly as SDGs), which are under the responsibility of nations, and the UNGC, which is under the responsibility of the private sector.

2.1 National Responsibility and Corporate Social Responsibility

The following review of academic literature traces the historical development of the concepts of NR and CSR. While rich contextual information is available on the evolution of NR, there is scarce research on its meaning. Moreover, there has been insufficient examination of how NR is assigned, carried out and assessed within both national and international agendas. This gap in the literature must be filled with more targeted research to expand public understanding of NR, specifically in the context of corporations. The key is to bridge the gap between corporate responsibilities to support national responsibilities.

While there is substantial research on CSR from legal, philosophical and strategic perspectives, there is little research focused on exploring the role of CSR in supporting NR.

2.1.1 National responsibility: Historical perspective.

This section presents the evolution of NR from a historical perspective. In the literature, the clearest definition of the concept of NR is introduced by Shaw (2011, p. 2419), who defined it as the responsibility of national leaders, agencies, institutions or societal groups to develop specific policies and to follow up with actions and accept outcomes. In 2007, Miller published his fundamental book *National Responsibility and Global Justice*, in which he describes the titular concept and proposes related models. Interestingly, most articles examine this topic in the context of non-Middle Eastern countries. For example, Stanley (1933) focuses on America and the United Kingdom, Elkin (1934) and Fegan (1953) on Australia, Shaw (2011) on the United Kingdom and Morlan (1973) on Denmark; Abdel-Nour (2003), Miller (2007), Levy (2008) and Schmeller et al. (2008) expand their studies to the international level. In effect, there is no related study conducted in the Middle East.

The first publication on NR, a paper titled 'Imperial Responsibilities: A National Gain', was authored by Clarke in 1899. In his paper, Clarke (1899) traces the history of select nations and highlighted decisions that shaped the nations' futures. A few decades later, Stanley wrote and published 'Crime and National Responsibility' (1933), in which she does not clearly define NR but identifies a relationship between the increasing rate of crime and the government's NR program dealing with this problem. In his work, Elkin stated that protecting aborigines is part of a nation's responsibility at the domestic level (1934).

In 'National Interests and National Responsibility', Marshall discussed the existing insufficiency and ambiguity related to the concept "national interest":

The policy based on the principle of responsibility lacks the crisp appeal of a phrase like "national interest". It involves this paradox we can serve our national interest in these times only by a policy which transcends our national interest (Marshall, 1952, p. 89).

Through his research, Marshall underscores the importance of international cooperation and durable policy protecting national interests. Fegan (1953) and Morlan (1973) researched NR at the domestic level, finding that governments must issue

protection policies to protect national resources and assure human rights. It is evident from this literature that NR is closely associated with government policies.

Abdel-Nour's article, 'National Responsibility' (2003), links the concept of NR to individuals' sense of national belonging. The current generation may consider itself responsible for certain actions perpetrated by past generations. This sense of responsibility may motivate efforts to ensure a better future for succeeding generations. Abdel-Nour further emphasised the concept of NR at the individual level, particularly in humans' willingness and ability to grapple with the problems of past generations to secure a better future.

In *National Responsibility and Global Justice* (2007), Miller conceptualises and justifies a particular model of NR, proceeding in two steps. In the first step, Miller develops two models of collective responsibility (the like-minded group model and the cooperative practice model). In the second step, he discusses NR as a part of collective responsibility. Miller highlights the fact that global justice must be understood beyond the scope of social justice and national and regional boundaries. He places great emphasis on national identity, though this does not imply that foreign nationals should be excluded from the purview of global justice. According to Miller, NR can be divided between two types of responsibility: outcome and remedial. Outcome responsibility delineates responsibility for one's own decisions and courses of action, while remedial responsibility pertains to amending a given situation (Akhtar, 2009). Further, Miller identifies the nation with its people, who understand and accept their collectivity because of their common interests—namely their shared culture and 'a set of understandings about how their collective life should be led, including principles that set the terms of their political association' (2007, p. 124).

Pierik reviewed Miller's book in 2008, concluding that a like-minded group model does not provide a reasonable conceptualisation of collective responsibility, while the collective practice model provides a good model for collective responsibility but it is not particularly helpful in conceptualising NR. Tan supported Miller's claim that nations can be held accountable for past violations of international order, while

adding that this is not in tension with global social equality (2008). Akhtar argues that Miller's book is highly developed and stated that it adds a new dimension to the debates about global justice (2009). In the same year, Kasper reviewed *National Responsibility and Global Justice* and concluded that Miller's model was not clearly applicable to NR. Owen also reviewed the book, suggesting that Miller tends to support the integration of responsibility, agency and power in a bid to dispense with NR (2009).

Cappelen, Gagen and Tungodden (2007, p. 155) state that governments are generally responsible for repaying sovereign debts incurred by their predecessors. May (2010) asserts that nations have a responsibility to create global governance to tackle issues like energy scarcity and climate change. Likewise, Beckman (2012) states that democratic institutions set the conditions for when citizens can be held collectively responsible for climate change. His paper reinforces Miller's proposal that NR is a collective phenomenon. Schmeller et al. (2008) emphasise that natural resources, wildlife and animal habitats belong within the purview of NR and they recommend implementing a conservation strategy. Scavenius (2012) states that NR is endorsed as a productive way of determining responsibility for the political distribution of goods and benefits for a group of people assuming responsibility at the global level.

Overall, the literature links the concept of NR to the idea that governments are responsible for solving a nation's problems, such as crime (Stanley, 1933). In addition, NR is also linked to environmental issues like climate change (Beckman, 2012; May, 2010), energy security (May, 2010) and natural resources (Elkin, 1934; Fegan, 1953; Schmeller et al., 2008). Some authors claim that NR exists at the domestic level (Abdel-Nour, 2003; Elkin, 1934; Fegan, 1953; Stanley, 1933), while others claim that NR exists at the international level (Abdel-Nour, 2003; Beckman, 2012; Marshall, 1952; May, 2010; Owen, 2010; Tan, 2008). Some papers state that NR is an aspect of government (Abdel-Nour, 2003; Cappelen et al., 2007; May, 2010; Marshall, 1952; Miller, 2007;

Stanley, 1933; Tan, 2008;). Meanwhile, others conclude that NR is the nation's own responsibility (Abdel-Nour, 2003; Beckman, 2012; Miller, 2007).

The NR approach, as undertaken at the national and government level, is represented in many academic articles. For example, Clarke stated that:

'a great nation once committed to expansion can neither draw back nor set a limit to its inherent energies...Should a common emergency arise, we shall be able to undertake combined action with full mutual understanding hitherto attained by no alliance' (1899, pp. 140–141).

Similarly, Elkin states that 'it is time we—government and also general public—changed our ways, and faced the facts' (1934, pp. 55–56). Gostin et al. also address the nation's responsibility for public health, claiming that 'states hold the primary responsibility to fund and ensure all the essential goods and services under the right to health' (2010, p. 719). Schmeller et al. (2008, p. 349) also studied NR at the national and government level, proposing an NR method before policymakers to implement.

The NR approach is also addressed at the individual level. For example, Miller (2007; 2008) asserts that citizens have a responsibility as members of a society to eliminate any source of harm to the nation. Miller builds on his seminal work on national identity and special commitments to nationals to present a position on issues, such as global poverty and immigration, that are distinct from both the mainstream view and the narrow 'citizen only' account of obligations (Akhtar, 2009). It is evident from the literature that the concept of NR has been studied at the government/national and individual levels only—the corporate level has been omitted, which highlights a significant gap in the literature.

Historically, the concept of NR is not new; it was addressed as early as 1899. The concept evolved through three stages. The first stage occurred from 1899 to 1952, during which time authors explored the issue of NR at the domestic level and they promoted government policies to protect national resources and citizens. In the second stage, from 1973 to 2007, NR was addressed at the international level. It was

claimed within the international community that, NR would be leveraged to face global issues like human rights and sustainability. In the third stage, inaugurated by Miller's publication (2007), new models and a framework were developed for collective entities (governments) to facilitate their NR programs. To recapitulate, the literature on NR addresses three levels of responsibility: individual (Miller, 2007), collective or national (Abdel-Nour, 2003; Kinderman, 2008; Miller, 2007) and institutional (Carroll, 1983; Carroll, 1991; Fransen, 2013; Miller, 2007; Ridley, 2011). Hence, achieving national interests can be an outcome of corporate responsibility, as more organisations are adopting CSR to focus on social welfare and environmental protection (Boulouta & Pitelis, 2014; Carroll, 1979; Carroll, 1983; Carroll, 1999).

2.1.2 Corporate social responsibility: Homogenised vision.

In the globalised world, environmental pollution and the shortage of resources places increasing pressure on corporations to accomplish their goals in a more socially responsible and environmentally friendly manner (Nalband & Al-Amri, 2013, p. 285). Today, the world faces a complex set of ecological and social issues that must be resolved (Graafland & Schouten, 2012, p. 377). As highlighted by Hahn (2011), corporate responsibility and sustainable development should be integrated into holistic management thinking. In this new and evolving international era, marked by the global integration of the private sector into world capital markets, CSR has become a leading topic of institutional reform (Nalband & Al-Amri, 2013, p. 284). CSR is internal to the corporation; it dictates a corporation's course of action with respect to civil society (Nalband & Al-Amri, 2013, p. 285).

Regarding the evolution of the concept of CSR (Carroll, 1999, p. 268), it should be noted that the term 'social responsibility' predates the term 'corporate social responsibility' (Carroll, 1999, p. 269). Bowen's *Social Responsibilities of the Businessman* (1953), which brought the term into the mainstream, argues that several hundred of the largest businesses were vital centres of power and decision-making, with considerable influence over Western society. In his book, Bowen defines social

responsibility as 'the obligations of businessmen to pursue those policies, to make those decisions, or to follow those lines of action which are desirable in terms of the objectives and values of our society' (1953, p. 6). According to a review by Idowu (2011, p. 157), CSR is not a twentieth-century concept but it has existed since the early evolution of business and society. It is only the public's understanding of CSR and its expectations concerning CSR activities that have changed. As more issues like child labour and global warming gained global prominence, businesses began incorporating best practices to address them (Idowu, 2011, p. 153).

Davis (1960) refers to social responsibility as the decisions and actions taken for reasons at least partially beyond a firm's direct economic or technical interests and Eells and Walton (1961) describe CSR as constituting the ethical principles that ought to govern the relationship between a corporation and society. Though the concept of CSR has been studied from various perspectives, there is still no clear agreement on a common definition (Carroll, 1999). In recent literature, Boulouta and Pitelis (2014, p. 351) define CSR as a business's assumption and fulfilment of responsibilities that extend beyond its profit-generating functions, with the aim of advancing certain social objectives, including sustainable economic development, quality of life and increased national standard of living.

Carroll (1999) defines CSR as a business's obligation to develop and implement policies and decisions that are compatible with the values of society and that are likely to attain societal objectives. Bloom and Gundlach (2001, p. 142) further extend the concept of CSR to encompass organisational obligations, asserting that organisations must transcend their legal commitments and aim to minimise harm and provide sustainable benefits to society through their activities. CSR is defined by McWilliams, Siegel and Wright (2006, p. 1) as a set of actions that go beyond legal requirements and the interests of the firm, manifested in the form of social progress. According to Jackson and Apostolakou, CSR is a much more extensive concept and has clear and specific targets. It includes developing activities and programs that enhance employee relations, maintain human rights and create environmental and community

sustainability (2010, p. 374). Kotler and Lee (2004) interpret CSR as an organisational commitment to community development through corporate resources and contributions.

Lantos describes CSR in three ways: altruistic (involving activities intended to benefit others), ethical (focused on avoiding social injury or harm to others) and strategic (involving activities that are primarily for the enterprise's and stakeholders' benefits) (Lantos, 2001, p. 598–603). CSR encompasses philosophical and normative issues related to various businesses in a society. A comprehensive definition of CSR with a four-part conceptualisation includes the idea that the corporations have not only economic and legal obligations but also ethical and discretionary (philanthropic) responsibilities (Carroll, 1979; 1991).

Based on Carroll's descriptions, economic responsibility signifies that businesses are created as economic entities designed to provide goods and services. Therefore, this responsibility should be the basis of corporate activity. Legal responsibility means that a business should work within a legal framework to proceed with its activities. According to the CSR pyramid, legality is thus the second most important responsibility (Carroll, 1979). Ethical responsibility embraces those activities and practices that are expected or prohibited by citizens, even though they are not codified into law. Finally, philanthropic responsibility constitutes the fourth block of CSR, which includes active engagement in actions or programs promoting human welfare (Carroll, 1991).

In addition to the organisational perspective, CSR is also conceptualised within the context of interrelationships among diverse stakeholders, including the government or the nation, the market or the firm and the citizens or the public. Several scholars have presented a definition of CSR within these parameters. For example, according to Gjølborg (2009b, pp. 605–606), CSR captures the essence of the transformed relationship between state, market and civil society, and it signals a new role for private actors in future national and global governance. This follows from Crowther and Martinez's (2004, p. 4) definition of CSR, which postulates a

relationship among several stakeholders, including governments, citizens and global corporations. Similarly, the European Union Commission maintains that CSR comprises environmental and social considerations within the business practices of organisations in a voluntary manner (Dahlsrud, 2008, p. 4).

According to the institutionalist hypothesis, as Gjørberg acknowledges (2009b, p. 605), CSR efforts are a function of institutional factors in the national political-economic system. In countries with strong anti-globalisation and anti-corporate sentiment among citizens and other stakeholders, corporations essentially feel the need to promote themselves as socially responsible players, thereby resorting to CSR-oriented activities. In addition, in countries where economic activity is embedded in social development, organisations tend to be more responsible and successful in their CSR activities (Gjørberg, 2009b, p. 605).

Therefore, policy can affect the direction of CSR, as observed in Kinderman's (2008) documentation of several cases in Germany. Policy reflects a society's ethical codes; as such, ethics and ideology can affect business activity related to CSR (Knouse, Hill & Hamilton III, 2007, p. 97). It is important to understand that prevailing ethical paradigms have played a substantial role in the evolution of CSR. During the early twentieth century, it was religion that dictated how businesses should interact with customers, employees and the general public. During the latter half of the century, the emphasis then shifted to legal requirements imposed by governments to ensure public welfare and environmental protection (Knouse et al., 2007, p. 97). Finally, in the light of twenty-first century globalisation, international codes of ethics and concerns for the global economy, environment and poverty have emerged to shape CSR.

The integration of corporate social responsibility with respect to sustainable development has mainly been driven by political pressure, legal progress and evolving civil standards (Delchet-Cochet & Vo, 2013, p. 134). Contemporary scholarship suggests that CSR can positively affect the UNGC (Berliner & Prakash, 2012; Bremer, 2008; Sethi & Schepers, 2014; Voegtlin & Pless, 2014) inasmuch as there is a willingness to create a more homogenised vision of CSR at the international level

(Bazillier & Vauday, 2014, p. 177). Many corporations have now adopted numerous CSR practices, starting with CSR projects, and have begun to subscribe to international and intergovernmental CSR initiatives (Moratis, 2014, p. 79).

2.1.3 Corporate social responsibility as a bridge to achieving national responsibility.

Bergsteiner & Avery, (2010) argue that the ability to comprehend responsibility is increasingly important for corporate, government and non-government leaders. Research concurrently demonstrates an extremely diverse range of constructs in which responsibility is addressed, including the following variations: active, attributive, causal, corporate, criminal, descriptive, environmental, ethical, felt, global, individual, judged, legal, moral, negligent, normative, passive, personal, prescriptive, role, social, task and vicarious (Bergsteiner & Avery, 2010). Meanwhile, Rawls argues that a system generates its own support and must be arranged by its members to create a sense of justice (1999). It is thus essential to arrange a system of governmental responsibility to ensure justice for society, both locally and globally. As highlighted by Widell (2012, p. 44), 'in the institutional context, if certain norms and procedures, based on principles for long-term caring and respect for the other, whether living now or in a living future, are institutionalised in communicating decision processing, acting responsibly might be easier'.

2.1.4 Corporations as part of the nation.

Various philosophers, including Rawls, have addressed the subject of political economy. It is evident that market trends in any given area continue to change as demand for goods and services changes. Rawls argues that any society would continue to rely on different businesses even if market trends change. Rawls stated that 'a just system must generate its own support' (1999, p. 230). In brief, a system must be organized to promote a corresponding sense of justice between its members, as well as a desire to comply with the rules of justice. The necessities of stability and

the need to control behaviour that conflicts with the principles of justice thus place further constraints on institutions.

Defined as the voluntary engagement of businesses in social and environmental programs above a legally mandated minimum standard, corporate responsibility has risen to prominence in the past decade (Kinderman, 2008). Corporations are now engaging in environmental and social causes with multiple stakeholders in mind. During the last 20 years, an increasing number of companies have voluntarily integrated social and environmental policies into their business models and operations (Serafeim, 2014). Hence, a way that organisations cope with environmental uncertainty is by enhancing their social legitimacy through socially responsible behaviour (Goll & Rasheed, 2004, p. 50). Recent initiatives among national and international organisations, as well as renewed interest in codes of conduct and sustainability, demonstrate the growing importance of CSR and reporting (Branco & Delgado, 2012, p. 357). Bearing in mind that corporations' CSR activities positively affect employees' sense of organisational commitment (Nejati, 2013), it becomes evident that such activities yield a return for corporations, inasmuch as their employees are part of society. Therefore, the role of a business in a society is to innovate and deliver products and services, using resources efficiently to create value and conduct operations profitably and with social consent (Fitzgerald & Cormack, 2006, p. 8).

The institutional structure of businesses helps explain why firms assume CSR (Campbell, 2007; Moon & Matten, 2008). Campbell (2007, p. 946) argues that the relationship between basic economic conditions and corporate behaviour is mediated by several institutional conditions like public and private regulation, institutionalised norms of corporate behaviour, associative behaviour among corporations themselves and organised dialogue between corporations and their stakeholders.

CSR, including consideration of environmental sustainability, has evolved in recent years as a coherent method of considering a company's effect on and interaction with society. It shapes corporations' employment standards, equal employment

opportunities, diversity and carbon emissions, as well as industry-specific issues such as advertising to children, drug pricing, nanotechnology and sustainable use of water (Fitzgerald & Cormack, 2006). Corporate responsibility and sustainability are recurring themes in academic studies, encompassing such topics as business ethics, corporate social performance, global corporate citizenship and stakeholder management (D'Amato, Henderson & Florence, 2009, p. 2).

According to Aranzadi (2011, p. 88), corporations and their directors and managers must exercise virtue and adhere to corporate rules to maintain ethical practices. Corporate actions are often justified on the basis of fulfilling commitments to shareholders. For example, benefits may arise from corporate involvement in charitable causes, leading to enhanced employee morale, higher customer loyalty and more lenient treatment by regulators or government officials. Alternatively, charitable programs may enable managers and directors to support their own causes at the shareholders' expense. Corporate philanthropy can also enhance the reputations of managers or directors in their social circles while providing them with other benefits. Nonetheless, this motivation is an agency cost because it indulges the agents' utility for 'doing good' for personal profit while shareholders incur an opportunity loss (Brown, Helland, & Smith, 2006, p. 856). Discussion on the role of business in society often focuses only on the activities of companies and ignore the social context in which they operate. The changes prompted by major trends in science and technology, education, lifestyle and life expectancy have disrupted various traditions and norms. There is diminishing trust in institutions' willingness or ability to act for the good of society, leading to intense regulatory, political and public scrutiny of several activities. In some cases, this has also resulted in legislation and regulations with painful unintended consequences (Fitzgerald & Cormack, 2006, p. 7). According to Norman, although the rules and norms in local associations like corporations or churches may diverge significantly from Rawls's two principles of justice (liberty and deference under equality of opportunity), these associations are still expected to be governed in

ways that help the whole system meet the demands of the principles of justice (2015, p. 47).

Smith defines a nation as 'a named human population sharing a historic territory, common myths and historical memories, a mass public culture, a common economy and common legal rights and duties for all members' (Smith, 1991, p. 14). Yet many (especially successful business executives) believe that those who have made a personal fortune will know how to make an entire nation more prosperous (Krugman, 1994). Norman (2015) asserts that there is a tension between the norms of competitive markets and those of liberal democracy. Different markets have specific norms that they follow within a basic structure; thus, Wayne argues that it should not be assumed (as Rawls does) that associations and individuals should not follow the stipulated norms.

2.1.5 How national are multinational corporations?

The skills of employees in local multinational corporations (MNCs) and the transfer of new technology contribute to the host country's overall growth (Dunning & Lundan, 2008). According to Johnson (1970, p. 36), MNCs mobilise a host country's necessary resources and technology to augment its productivity, growth and overall welfare. Moreover, it is not possible for MNCs to operate in isolation, solely focused on profit maximisation. Argandoña (2008) asserts that these companies must alter their business practices to become stronger members of their societies and to address their host country's civil and social considerations and ensure a strong ethical framework.

Many corporations espouse ethical codes that guide their mission within society (Snider, 2003, pp. 177–180). Accordingly, companies must strive to adhere to the business ethics of both their home and host countries. In a sample of almost 2,700 firms in 24 countries, analysis reveals that the location where a firm is headquartered appears to be a significant factor when in relation to the assessment of the firm's communication, implementation of codes of ethics (comprehensiveness), control of

bribery and corruption, and implementation of human rights policies (Scholtens & Dam, 2007, p. 281). The need for transparent communication is especially pronounced in MNCs that have CSR engagements in host countries (Chaudhri & Wang, 2007, p. 244). As observed by Chiara and Spena (2011), the expansion of CSR principles would have a significant effect on MNC firms, largely with respect to their supervision of foreign activities.

According to another study (Kapstein, 2008), in 2005, Unilever South Africa (ULSA) and its employees were directly or indirectly responsible for making an output of more than R32 billion and, in the process, supporting around 100,000 jobs throughout South Africa. This means that for every job directly based in ULSA, 22 workers depended on the company for some part of their livelihood. In whole, this represents 0.8% of total South African employment (Kapstein, 2008, p. 3). Similarly, a recent Oxfam study of Coca-Cola and SABMiller operations in Zambia and El Salvador found corresponding wealth-generating effects. In 2008, the gross value added by the value chains of these two companies was \$21 million in Zambia and \$83 million in El Salvador. Oxfam calculated that these sums supported an estimated 3,741 jobs in Zambia and 4,244 jobs in El Salvador (Davis, 2012, p. 2).

There are cases in which large companies exercise tremendous influence over the national and foreign policy of their host countries. For instance, Walmart participates in foreign trade policy to facilitate import; it helps shape the zoning decisions of the Mexican government to gain preferred business advantages (Barstow & Bertrab, 2012). Accessibility Partners provides technology solutions to people with disabilities. Coal and Parker utilises its proceeds to fund entrepreneurship initiatives in developing nations. People Water runs a 'drop for drop' initiative to fund global clean water projects (Taylor, 2015). Google undertook the Google Green initiative to use resources efficiently and promote the use of renewable sources of energy. Xerox invested about \$1.3 million in 2013 to spearhead community-focused initiatives and programs. Finally, Target is continuously investing in environmental programs like

educational grants and sustainable practices, with amounts totalling about \$875 million since 2010 (Moreno, 2015).

Gjølberg (2009b, p. 629) maintains that political and economic systems predate the CSR debate and that this continues to play a decisive role in companies' willingness and ability to respond effectively to the challenges of the global economy. The institutionalist hypothesis postulates that a company's CSR efforts are a function of institutional factors in a nation's political and economic system, and that the new relationship between state and civil society signals a new role for private actors in future national governance (Gjølberg, 2009b, p. 605–606). Institutional theory likewise indicates that an organisation's CSR is embedded in socio-political indicators, which means that a nation's political bodies can affect the implementation of CSR at the organisational level (Campbell, 2007; Gjølberg, 2009a; Matten & Moon, 2008). In his 2006 study, Dummett examines government intervention in the form of policies, including legislation to encourage or force greater corporate environmental responsibility. This position appears problematic if companies' ability to succeed in CSR is determined by a corporate approach to reduce regulations (Gjølberg, 2009b, p. 628). That is, a nation's political bodies can affect the direction and implementation of CSR at an organisational level.

As critical infrastructure in Western countries is largely controlled by the private sector, organisations' obligation to comply with national objectives transcends national boundaries. For instance, and as highlighted earlier, Ridley (2011) stated that some aspects of national and global security are CSR-related issues within the private sector. According to Ridley, critical infrastructure resilience may be viewed explicitly as a CSR-related phenomenon (Ridley, 2011, p. 122).

As evident from the literature, policy affects corporate responsibility, which in turn should affect corporate performance and national competitiveness. However, the relationship between these factors is not yet clear. In their study, Boulouta and Pitelis stated that the link between CSR and national competitiveness has mainly been examined at the business level. As a result of the study they made on 19 countries over

a period of 6 years, they concluded that CSR is positively correlated to national competitiveness (2014). In a study of the relation between corporate voluntary disclosures and the competitiveness of Indian firms in the international product market, revealed that firms achieve greater competitiveness in international markets when they voluntarily disclose information about their practices (Subramanian & Reddy, 2012). Porter and Kramer (2006, p. 92) conclude that CSR will become increasingly important to assure competitive success. A study of global 500 firms revealed that international competitiveness depends on a firm's ability to gain and exploit firm-specific advantages (FSA) and country-specific advantages (CSA) (Rugman, Hoon Oh & Lim, 2012). Hence, governments must set a context for performance by helping organisations develop industry-specific FSAs and CSAs.

In light of the preceding analyses and discussions related to regulations, ethics and public policy in the context of CSR, it is difficult to conclude whether MNCs should represent the home country or the host country because, in a globalised economy, it is vital to be socially and ethically responsible. Companies operating in different nations should acknowledge the economic, social and ethical needs of the country where they are operating. Moreover, the influence of public policy in the context of institutional theory and theory of justice reveals that corporations play a critical role in supporting NR through CSR.

2.2 International Development

Increasing concern about the effect of population growth on the environment and global resources can distract from the agenda for eradicating poverty. Inherent in this agenda seems to be an undermining factor for any form of development—that is, the loss of environmental resources and the planet's sustainability. Environmental problems can affect the socioeconomic development of a region, initiating a vicious cycle (i.e., loss of environmental sustainability leading to socioeconomic underdevelopment while efforts to improve socioeconomic indices lead to environmental unsustainability). In response, several initiatives, policy frameworks

and laws have evolved to reconcile environmental sustainability and development. This section discusses the following such frameworks and initiatives: Agenda 21, the MDGs, the SDGs and the UNGC.

2.2.1 International agreement for future development (Agenda 21).

During the UN Conference on Environment and Development in Rio de Janeiro in 1992, members brokered an international agreement to create a framework of conventions on climate change, biological diversity and forest protection. This agenda, Agenda 21, consisted of a set of environmentally sustainable objectives. A commission was established featuring a mechanism to reinforce Agenda 21 and an agreement on how to fund sustainable development (Conca, 2002, p. 53; Davidson, 1992, pp. 201–202; Fredericks, 2014, p. 324). The major outcome of this conference was a blueprint for sustainable development through scientific, economic and legal means (Fredericks, 2014, p. 325), as well as international agreement on building a sustainable future (Kats, 1992, p. 557). This was the first international dialogue that included 107 heads of state or government, illustrating an increased awareness among politicians and officials about the link between the environment and international development (Davidson, 1992, p. 203).

2.2.2 Millennium Development Goals.

The MDGs, outlined in the UN Millennium Declaration in September 2000, express the international community's commitment to universal development and the eradication of poverty (Chowdhury & Islam, 2012, p. 930). During the Millennium Summit, 189 UN member states (now 192) agreed to support the most comprehensive poverty reduction objectives ever established, making the Millennium Declaration the 'world's biggest promise' (Brito, 2012, p. 1396; Graces-Ozanne, 2011, p. 27; Spector, 2012, p. 805; Zoghbi, Duncan, Antman, Barbosa & Champagne, 2014, p. 1385). The following eight MDGs were outlined, to be fulfilled by 2015:

1. MDG1: To eradicate hunger and poverty
2. MDG2: To provide universal basic education

3. MDG3: To empower women and encourage gender equality
4. MDG4: To reduce child mortality
5. MDG5: To make improvements in maternal health
6. MDG6: To fight against and prevent malaria, HIV/AIDS and other infectious diseases
7. MDG7: To protect the environment and promote sustainable development
8. MDG8: To establish a partnership for development on a global basis (Anger, 2010, p. 139; Cahyandito, 2012, p. 68; Chowdhury & Islam, 2012, p. 930).

The MDG platform featured targets and milestones for measuring progress in developing countries, relying on funding from developed countries to implement programs (Zoghbi et al., 2014, p. 1385). The Millennium Declaration would ensure that developed countries reduced their debt burdens and increased market access, using their financial resources sustainably to provide assistance to developing countries (Chowdhury & Islam, 2012, pp. 930–931). Germany developed the Action Plan 2015 in April 2001 to help developing countries attain their MDGs (Cahyandito, 2012, p. 67). Indeed, the MDGs were designed to improve the lives of the world's poor (Griggs et al., 2014, p. 1).

Although made substantial progress towards achieving the MDGs (Sachs, 2012, p. 2206), as the 2015 deadline approached there remained serious concerns about the progress made so far (Cahyandito, 2012, p. 67; Chowdhury & Islam, 2012, p. 931). While a number of countries made significant gains in combating extreme poverty and hunger, improving school enrolment and child health, expanding access to clean water, controlling malaria, tuberculosis, and neglected tropical diseases, and providing access to HIV treatment, progress was uneven (Chowdhury & Islam, 2012, p. 931). In light of climate change and other serious environmental ills, there was widespread agreement that worldwide environmental objectives required a higher profile alongside poverty reduction objectives. Therefore, it was decided that

international goals to fight poverty should be pursued beyond 2015 (Sachs, 2012, p. 2206).

2.2.3 Sustainable Development Goals.

In 2012, as the world took stock of what had happened since the first Rio Conference in 1992, it became increasingly clear that reform was needed not only in the developing world but in the developed world (Sarabhai, 2014, p. 1). In fact, rather than focusing on developing countries, the SDGs require consensus among all nations and a universal focus on environmental issues (Brito, 2012, p. 1396). UN Secretary-General Ban Ki-Moon's high-level global sustainability panel, appointed in the lead-up to the Rio+20 summit in June 2012, issued a report recommending that the world adopt a set of sustainable development goals to be integrated into the MDGs after their 2015 deadline (Griggs, 2013, p. 305; Sachs, 2012, p. 2206). The resulting document of the Rio+20 conference highlighted the need to accelerate the closing of gaps between developed and developing countries, and to seize and create new opportunities to achieve sustainable development through economic growth and diversification, social development and environmental protection (Sarabhai, 2014, p. 1). The overarching aims of the SDGs, as agreed by the nations in attendance at Rio+20, include eliminating poverty, enabling sustainable lifestyles and developing long-term and resilient life support systems for all people (Griggs et al., 2014, p. 1). Unlike the MDGs, which target poor and emerging nations, the SDGs apply to both developed and developing countries and will address global issues (Glaser, 2012, p 35). It was agreed that the SDGs should be universal, applying to all nations, with an anticipated target date of 2030 (Griggs et al., 2014). According to the United Nations Department of Economic and Social Affairs (2015), the following were confirmed as the SDGs:

1. SDG1: to end poverty in all its forms around the world.
2. SDG2: to achieve food security, end hunger and improve nutrition via sustainable agriculture.
3. SDG3: to promote wellbeing and healthy living for people of all ages.

4. SDG4: to provide universal, equitable and high-quality education. To encourage universal lifelong learning opportunities.
5. SDG5: to empower women and achieve gender equality.
6. SDG6: to promote sustainable sources of water and means of sanitation for all.
7. SDG7: to promote universal access to reliable, sustainable and affordable energy sources.
8. SDG8: to promote full, productive and decent employment for all. To encourage sustainable and inclusive economic growth for all.
9. SDG9: to develop sustainable and inclusive industrialisation and resilient infrastructural development. To foster innovation.
10. SDG10: to strive for reduction of inequality nationally and internationally.
11. SDG11: to ensure that all human communities are resilient, sustainable and safe.
12. SDG12: to promote sustainable production and consumption patterns.
13. SDG13: to promote initiatives to combat climate change and to control its effects.
14. SDG14: to ensure the sustainable use of oceans and other water sources.
15. SDG15: to ensure that our terrestrial ecosystems, forests and deserts are sustainably used. To protect and restore our natural ecosystems, to fight against deforestation, land degradation and loss of biodiversity.
16. SDG16: To promote development of inclusive and peaceful societies, to provide for easy access to justice and to build accountable, inclusive and effective institutions at all levels.
17. SDG17: To revitalise global partnerships for sustainable development.

These 17 goals were broad and aspirational, but their associated specific policies and implementation issues remained under development. The goals became more expansive in terms of the developmental goals that they considered. The SDGs

refer explicitly to industrial development and how to direct it within the framework of the SDGs. Further, taking into consideration the need for cultural sensitivity, the SDGs incorporated a specific goal to achieve just, inclusive, safe and sustainable societies.

2.2.4 United Nations Global Compact.

The UNGC was established in 2000, following a 1999 speech by then UN Secretary-General Kofi Annan at the World Economic Forum (Rasche & Gilbert, 2012, p. 105; Voegtlin & Pless, 2014, p. 181). The UNGC was formally launched on 26 July 2000, with the support of a wide range of businesses, UN agencies, global trade unions and global and local non-governmental organisations (NGOs) (Rasche & Gilbert, 2012, p. 105; Sethi & Schepers, 2014, p. 193). The underlying purpose of the UNGC is to promote cooperation between businesses and other actors—including UN agencies and governments—and to support broader MDGs and the 10 UNGC principles (Rasche et al., 2013, p. 7). With respect to the scope of this program, and the prestige of the UN, its supporters believe it will essentially restructure how businesses practice CSR (Berliner & Prakash, 2014, p. 217). The UNGC is the largest voluntary global governance initiative to address the social and ecological responsibilities of MNCs (Voegtlin & Pless, 2014, p. 181) and is understood to be an institutional space for collaborative efforts to support the MDGs (Rasche et al., 2013, p. 11). The UNGC promotes private sector compliance with 10 basic principles covering human rights, labour standards, the environment and anti-corruption (Bremer, 2008, p. 227). As discussed by Sethi and Schepers (2014, p. 198) and Voegtlin and Pless, 2014, p. 180), the 10 UNGC principles are grouped into the following:

2.2.4.1 Human rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.

Principle 2: Businesses should ensure that they are not complicit in human rights abuses.

2.2.4.2 *Labour.*

Principle 3: Businesses should uphold the freedom of association and the right to collective bargaining.

Principle 4: Businesses should support the elimination of all forms of forced and compulsory labour.

Principle 5: Businesses should support the abolition of child labour.

Principle 6: Businesses should support the elimination of discrimination with respect to employment and occupation.

2.2.4.3 *Environment.*

Principle 7: Businesses should support a precautionary approach to environmental challenges.

Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.

Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.

2.2.4.4 *Anti-corruption.*

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

The UNGC sponsors' aim was to establish a global CSR network based on a pledge to observe the 10 principles assumed by companies of various sizes and regional origins, supported by a modest reporting system and a collaborative program (Bremer, 2008, p. 227). Since the founding of the UNGC in 2000, the number of participants has continuously risen: by 2013, it accounted for 7,500 firms and 3,500 civil society organisations (Voegtlin & Pless, 2014, p. 181). Rasche and Gilbert describe the UNGC as a global public policy network advocating 10 universal principles, constituting the world's largest corporate responsibility initiative with more than 10,000 business and non-business participants (Rasche & Gilbert, 2012). Owing to its operation on multiple levels, especially given the increased interconnectedness of decision-making processes (Rasche & Gilbert, 2012, p. 104), the UNGC has adopted

several approaches (Rasche et al., 2013, p. 11). The global compact approaches global governance problems on three levels: international (through dialogue and educational workshops), national (through local networks) and local (among the participants themselves) (Rasche & Gilbert, 2012, p. 105). The multilevel nature of global governance requires that solutions to governance problems be promoted on the national level and implemented through specific bottom-line action (Rasche & Gilbert, 2012, p. 111).

2.3 Corporate Social Responsibility to Support International Development

CSR has been integrated by businesses into their operations or strategies, largely due to pressures from political and legal bodies. Influential international political blocks like the UN and the Organisation for Economic Co-Operation and Development have led policy development and implementation through sanctions and supportive measures. Laws related to trade and business practices are legally binding for corporations that end up formulating CSR policies around these laws. Public pressure, in the form of campaigns and negative imaging of corporations, also encourages organisations to streamline their business practices in the context of CSR (Delchet-Cochet & Vo, 2013, p. 134).

However, with the advent of globalisation, regional and domestic pressures and laws protecting the environment and communities against business onslaught may not be adequate or relevant. A more expansive, effective and relevant understanding of CSR is required in the context of modern trade and business. Moreover, CSR initiatives should foster volunteerism, in addition to having a political-legal dimension. Such a voluntary approach can only be achieved if employees and business owners understand the close link between sustainability and their own long-term survival (Hoivik, 2011, p. 1080). Additionally, in the absence of an overriding and all-encompassing global understanding of CSR, it is possible that organisations will continue to expend their resources non-systematically and

wastefully under the banner of CSR. Valmohammadi (2011, p. 262) studied this situation in Iran, finding that organisations follow their own conceptualisation of CSR practices and distribute funds to the homeless, prisoners and numerous charities without affecting the sustainability of their beneficiaries.

Nowadays, CSR is expected to exemplify the new relationships that exist between the public and private sectors. These transformed relationships anticipate a new role for businesses, which is to embrace national and global responsibilities related to environmental and social problems (Gjølberg, 2009b, pp. 605–606). Gjølberg (2009b, p. 605) adds that the institutionalist hypothesis postulates that CSR efforts are a function of institutional factors in the nation's political and economic systems. As such, policy can affect CSR direction, as documented by Kinderman (2008) in Germany. It is also critical to note that recent literature suggests that CSR can positively support the UNGC (Bremer, 2008; Sethi & Schepers, 2014; Berliner & Prakash, 2014; Voegtlin & Pless, 2014). Also observed in recent literature is a willingness to create a more homogenised vision of CSR at the international level (Bazillier & Vauday, 2014, p. 177). Many corporations have now adopted a wide range of CSR practices, initiated CSR projects and pledged to international and intergovernmental CSR practices, like the UNGC (Moratis, 2014, p. 79).

One of the most recent and perhaps most ambitious projects in the realm of institutionalising CSR was the development in November 2010 of the ISO 26000 standard, which guides organisations' implementation of CSR (Moratis, 2014, pp. 77–78, p. 82). Ensuring social responsibility, this standard was created by the International Standard Organization (ISO) (Henriques, 2010, p. 103). The ISO comprises representatives from over 90 countries, 40 international or broadly-based regional organisations and more than 400 academics and professionals, making it a quality example of transnational norm-building that combines self-representation and entitlement (Moratis, 2014, p. 82). Thus, it became a collaborative project of which the ISO was the architect (Delchet-Cochet & Vo, 2013, p. 141). It should be noted that ISO 26000 is a set of guidelines and not a certifiable standard (Hemphill, 2013, p. 305;

Bazillier & Vauday, 2014, p. 177). Research on adopting ISO 26000 reveals that 60 nations had already adopted it and another 20 were planning to. Further, 59% of these countries expected that ISO 26000 would be adopted by more countries due to its appeal and approach (Lazarte, 2012). The core aspects of ISO 26000 are as follows: organisational governance, human rights, labour practices, the environment, fair operating practices, consumer issues, community involvement and development (Pojasek, 2011, p. 91). As highlighted by Moratis, the ISO 26000 defines CSR as ‘the willingness of an organization to incorporate social and environmental considerations in its decision-making and take accountability for the impacts of its decisions and activities on society and the environment’ (2014, p. 84). Thus, the ISO 26000 standard aims to assist organisations to develop, streamline business operations and implement CSR by translating principles into action and by providing guidance and best practices in the field of social responsibility regarding various CSR topics, including governance, the environment, human rights and community activism (Moratis & Tatang, 2014, pp. 517–518). ISO 26000 works in close tandem with the MDGs, which have evolved to meet current needs; this evolution has largely led to the modification of the MDGs in light of CSR initiatives as proposed by ISO 26000 (Katamba, Nikko, Kazooba, Kemeza & Mpisi, 2014, p. 838). For example, ISO 26000 encompasses areas related to the wellbeing and health of the community in which an organisation operates. The clauses of ISO 26000 pertaining to this coincide with MDGs 4, 5 and 6 (Katamba et al., 2014, p. 847), which also address community development activities like reducing child mortality, improving maternal health and eliminating infectious disease. Moreover, these correlate with SDG 3, whose task is to promote healthy lifestyles and universal welfare. In the same manner, ISO 26000’s core subject supports SDGs 12, 13, 14 and 15, which ensure environmental protection, restoration and sustainable economic development, production, and consumption. Therefore, ISO 26000 offers businesses specific and tangible directions for implementing CSR initiatives regarding community health and wellbeing, which in turn advance the MDGs and SDGs. At the business level, ISO 26000 and the MDGs can help in selecting

appropriate and relevant CSR strategies and in selecting suitable partners to implement those strategies (Katamba et al., 2014, p. 838). Moreover, ISO 26000 can enable organisations to tackle problems like weak regulatory frameworks within their home countries, corruption, failing initiatives and poor overall working conditions (Schwartz & Tilling, 2009, p. 1).

However, critics of ISO 26000 fear that an emphasis on standardisation may lead to the marginalisation and decontextualisation of social issues (Schwartz & Tilling, 2009, p. 1). There are concerns that ISO 26000 is simply too broad to be applied to specific contexts, sectors, industries or regions (Hemphill, 2013, p. 305). Such fears are exaggerated, as ISO 26000 provides a framework of guidelines for organisations to evaluate and assess their CSR initiatives, enabling them to allocate resources more judiciously. Other scholars note ISO 26000's effect on quality management in firms and the challenges of keeping up with the standardisation of CSR activities (Castka & Balzarova, 2007, p. 738). However, research indicates that the field of quality management can contribute to the deployment of ISO 26000 while at the same time rejuvenating itself by integrating operations, strategy, auditing and management systems (Albareda, 2013. pp. 551–578; Castka & Balzarova, 2007, pp. 744–745). In addition, some scholars believe that ISO 26000 would be too costly and uneconomical to be adopted and implemented by small and medium-size firms, which may expend an unusual amount of resources and time on CSR activities, thereby rendering them unprofitable. Moreover, since it is not a certifiable initiative, it may cause problems related to efficiency in management and implementation (Hemphill, 2013, p. 305).

Corporations are expected to function legally and ethically with respect to their environment (Planken, 2013). Profit maximisation has always been a business's first priority; however, the concept of social responsibility is integral to business. In a study by Moura-Leite and Padget (2011), social awareness was observed to evolve from corporate activities. The 1990s saw wider recognition and acceptance of social responsibility, thanks largely to the 1989 Exxon Valdes oil spill in Alaska (GRI, 1997). Shortly after this event, the Coalition for Environmentally Responsible Economies

(CERES) principles—comprising 10 points for proper environmental conduct—were launched, with widespread support among corporations. In 1997, the Global Reporting Initiative (GRI) was established in coordination with CERES, the Tellus institute and the United Nations Environment Programme to develop an accountability mechanism to confirm that corporations adhered to CERES guidelines for environment sustainability (GRI, 1997). In the same period, the concepts of accountability and transparency were the central topics of discourse regarding CSR (Waddock, 2004), resulting in voluntary sustainability reporting by large corporations (Kolk, 2005; Waddock, 2006). The GRI gained immense popularity within a few years of its creation (Brown, de Jong, & Lessidrenska, 2009; Etzion & Ferraro, 2010). According to Gehman (2011), during the 10-year period of GRI's highest success (2000 to 2009), over 4,700 corporations from more than 70 countries used these guidelines for reporting purposes.

For sustainable development to be effective, it is imperative that profitability be reconciled to environment care, followed by sustainability reporting. Various frameworks are provided by international organisations (e.g., the UNGC, the OECD and the ISO) to facilitate and manage corporate policy on sustainability. The GRI sustainability reporting framework is particularly suitable for corporations, as it is compatible with all significant international frameworks and spans multiple categories, from governance to environment. Spain, the United States, Japan, Australia and the United Kingdom are the five countries to generate most GRI sustainability reports (Gehman, 2011).

2.4 Conclusion

In the context of responsibility, NR has been studied by several scholars from diverse perspectives, such as economic responsibility, crime-related responsibility and developmental responsibility. The concept of NR has been largely understood as the duty to safeguard national interests, to ensure global political justice and to be collectively accountable. However, to fulfil NR, governments must explore

partnerships and contributions from the business sector. Corporations are substantial stakeholders in society and have a direct effect not only on the economic development of a region but also on the sociocultural development and lifestyle of the public. In light of the growing awareness regarding environmental issues, the concept of CSR is important to facilitating sustainable development. CSR can, therefore, fulfil both organisational objectives (creating a positive image and thereby enhancing overall profitability or sales) and national objectives of sustainability (social, economic and environmental). Corporations can help implement NR through a variety of CSR initiatives aimed at creating sustainable economic outcomes at the national and societal levels. NR, which is both inward facing (domestic) and outward facing (international), can benefit from these CSR activities, which can have a cumulative effect on domestic and international agendas. Moreover, much of the NR regarding international development, human aid, environmental sustainability and management of climate change is assigned and evaluated by international agencies that use their political influence or market dynamics to ensure enforcement and compliance by countries. CSR activities can support NR by fulfilling these expectations and by ensuring that nations comply with international standards and remain economically viable and sustainable. CSR can affect NR at the grassroots level by ensuring sustainable sourcing of raw materials and ensuring supplier compliance to environmental standards and to the ethical use of labour and resources. Corporations can also channel their substantial resources towards educating producers and farmers and by facilitating organic provenance of products. In addition, the ample and potent talent and resources available within corporations can be harnessed to create an awareness about environmental issues and to enlist public support to aid NR (Al Yammahi & Guruswamy, 2017).

2.5 Conceptual Framework

The concept of social responsibility has received universal recognition, and as a result, it has spurred policies aimed at securing sustainable development. Progress

has been made across all three tiers of social responsibility (i.e., corporate, national and supranational). This section explains the relationships among these three levels.

According to the World Commission on Environment and Development (1987), sustainable development is the growth achieved to address current needs without compromising the ability of future generations to meet their requirements. Elkington (1998) emphasises the importance of sustainable development and argues that companies must focus on the environment and social issues as well as maximising profit and yield, as both sets of priorities are equally important. To this end, sustainable development should be governed by local and national priorities, with each country crafting its own development priorities (Winkler, Spalding-Fecher, Mwakasonda & Davidson, 2002). The values of individual societies play a substantial role in formulating a strategy for sustainable development, as a single plan cannot apply to all economies (Munasinghe, 2001; Zhou, 2001). Further, plans and policies must be formulated at all three levels, all of which must aim to foster sustainable growth.

2.5.1 Research questions

This research explores the links between NR, CSR, the UNGC and the SDGs, as exemplified in recent studies in the literature regarding CSR and the SDGs. Because CSR exemplifies a new relationship between state, market and civil society and signals a new role for private actors in future national and global governance (Gjølberg, 2009b, pp. 605–606), it is proposed that CSR practices, with the influence of the government, would positively support NR.

Multilevel relationship theory assumes that higher level entities—in this case, the supranational—are far more likely to influence lower level entities—in this case, the corporate level—than the reverse (Mathieu and Chen, 2011, p. 616). Thus, the supposition of a vertical, top-down relationship is valid; the framework and concepts developed on the macro level should influence the framework and concepts applied at the micro level (Mathieu and Chen, 2011, p. 616). The epistemological approach

requires analysis of these multilevel interconnections (Jabareen, 2009, p. 51). In the case of constructs related to sustainable development, closer inspection reveals that there is a mutual influence not only in a vertical, top-down manner but also in horizontal and vertical down-top manners. The following questions have been formulated to explore these relationships.

2.5.1.1 Research question 1: What factors are the supranational expecting from the national and corporate levels in the context of sustainability?

In September 2000, 189 UN countries introduced and defined the MDGs after signing a declaration signalling their shared intent to alleviate poverty and hunger, promote gender equality and reduce child mortality. To keep pace with MDGs and ensure future viability, the new SDGs were drafted in June 2012 and further refined in 2015 by the Open Working Group of the UN General Assembly. The latest version of SDGs for the 2015–2030 Agenda includes 17 goals (United Nations Department of Economic and Social Affairs, 2015).

In 2000, the UN also launched the UNGC, an initiative designed to promote the adoption and implementation of sustainable and socially responsible policies by businesses worldwide. Thirteen thousand corporate participants and other stakeholders from over 170 countries joined the UNGC to foster partnerships to achieve a sustainable and comprehensive global economy. Consisting of 10 principles, the UNGC coordinates with the SDGs to achieve sustainable development, though both are slightly different in their approaches (Sethi & Schepers, 2014; Voegtlin & Pless, 2014). Table 2.1 shows the existing linkages and potential overlap between the two models.

Table 2.1: Linking the SDGs and the UNGC (source: author).

SDGs	UNGC
No poverty, zero hunger, good health and wellbeing, quality education, gender equality, clean water and sanitation, affordable and clean energy.	HUMAN RIGHTS Principle 1: support and respect internationally proclaimed human rights. Principle 2: prevent complicity with human rights abuse.
Decent work and economic growth, industry innovation and infrastructure.	LABOUR Principle 3: support freedom of association and effective recognition of right to collective bargaining. Principle 4: eliminate of all forms of forced/compulsory labour. Principle 5: effectively abolish child labour. Principle 6: eliminate of discrimination in employment and occupation.
Sustainable communities, responsible consumption and production, climate action, marine life, terrestrial life.	ENVIRONMENT Principle 7: support a precautionary approach to environmental challenges. Principle 8: undertake initiatives to promote environmental responsibility. Principle 9: encourage development and diffusion of environmentally friendly technologies.
Reduced inequality (beyond gender).	ANTI-CORRUPTION Principle 10: fight all forms of corruption, including extortion and bribery.

The researched literature revealed that the political and economic systems were developed before the CSR debate arose and this continues to affect the private sector's inclination and capacity to respond effectively to challenges at the international level (Gjølberg, 2009b). Hahn states that corporate responsibility and sustainable development should be integrated into holistic management-oriented way of thinking (2011). In the current innovative and evolving international era, marked by the global involvement of the private sector in world capital markets, CSR has become a leading topic of institutional reform (Nalband & Al-Amri, 2013).

The creation of the SDGs and the UNGC demonstrates a firm commitment within the international community to holding nations and corporations responsible for promoting sustainable development. As global initiatives, the SDGs and the UNGC are especially relevant in an era of globalisation in which corporate entities exert an increasing influence on economies and environments beyond national borders.

Therefore, there is a need to explore what factors are the supranational expecting from the national and corporate levels in the context sustainability. As this is an exploratory question, it will be investigated in the form of an interview targeting experts and professionals who deal with the UN within the context of the global agenda for sustainability. In this case, the targeted government entity is the UAE Ministry of Foreign Affairs and International Cooperation.

2.5.1.2 Research question 2: What factors is the national community expecting from the corporate level in the context of sustainability?

Sustainable development encompasses efforts to eradicate poverty and ensure environmental protection (Ebner & Baumgartner, 2006). As societies become more globalised, national communities grapple with the implications of an interconnected world. MNCs are a direct outgrowth of globalisation, crossing national boundaries to exchange goods, services and capital. Inevitably, these entities exert a massive impact on the environment as well as local and national economies. In response, national communities have made demands on corporations to control and mitigate these effects, leading to corporate reforms and initiatives. According to Saufi, Daud and Hassan (2016), efforts towards sustainable development at the corporate level are called corporate sustainability. Similarly, when corporations seek to balance the pursuit of profit with a commitment to ethical conduct, they exercise CSR.

The emergence of CSR attests to nations' growing awareness of and concern about the increased power of MNCs and their often-detrimental effects on indigenous communities and the natural environment. These effects are far-reaching and can be inferred from the broad list of SDGs, encompassing such critical areas as labour,

energy, economic growth and climate. How to engage with and control organisations that transcend national boundaries has become a leading priority for developed and underdeveloped nations.

The incorporation and implementation of environmental goals is costly in the beginning but becomes more cost-effective, and even profitable, in the long run (King & Lenox, 2002). Labuschagne, Brent and van Erck (2005) group corporate operational practices into three sustainable development objectives: social equity, economic efficiency and environmental performance. At the corporate level, these dimensions are manipulated and expanded to measure a firm's performance in sustainability. The four elements of social equity, according to Ranganathan (1998), are employment, community relations, ethical sourcing and the social impact of products and services. Similarly, the four elements of environmental performance are material use, energy consumption, non-product output and pollution.

The incorporation of CSR with respect to sustainable development has primarily been motivated by political pressure, legal progress and evolving civil standards (Delchet-Cochet & Vo, 2013). As stated by Kinderman (2008), policy can affect the direction of CSR. Dummett (2006) highlights that government involvement through policy encourages better corporate responsibility. Institutional theory highlights that policy affects CSR and that an organisation's CSR is rooted in sociopolitical indicators (Campbell, 2007; Gjolberg, Kinderman, 2008; 2009; Moon & Matten, 2008); one of the bases of institutional theory is that organisations are socially constructed and that they are subject to pressures that might affect the design and operation of their regulatory structure (Baker et al., 2014).

Therefore, there is a need to explore what factors **is** the national community expecting from the corporate level in the context to sustainability. As this research question is an exploratory one, it will be explored through an interview targeting government experts and professionals responsible for designing national strategies that are involved in the national agenda for sustainability. In this case, the targeted organisation is the UAE Federal Competitiveness and Statistics Authority.

2.5.1.3 Research question 3: What factors can influence/motivate CSR to positively contribute to NR to achieve the supranational agenda related to sustainability?

The UN has taken a leading role in promoting sustainable development at the national level, mandating that countries devise effective sustainable development strategies to protect the environment (Swanson, Pinter, Bregha, Volkery & Jacob, 2004). These international efforts often merge with corporate initiatives to foster greater responsibility for local communities and the environment. Moreover, CSR and NR are mutually reinforcing, leading to shared agendas and goals. Many other frameworks for sustainable development at the national level have been developed, (e.g., poverty reduction strategy papers, a comprehensive development framework, national vision, education for sustainable development, and the National Environmental Action Plan). These plans have been enacted in various countries, where national strategies for sustainable development are driven by national priorities. Therefore, as Sachs demonstrates (1999), a single strategy is not suitable for every country. For developing or underdeveloped countries, the primary focus of national sustainability development is economic and social growth, while developed countries are more focused on the environmental and economic dimensions of national sustainable growth.

The secondary data from the literature illustrate that it is in the national governments best interest to offer CSR-based incentives for the private sector by helping them become more competitive and attain better performance, thereby emphasising allegiance (Delchet-Cochet & Vo, 2013; Kinderman, 2008). Campbell discloses that the relationship between basic economic conditions and corporate behaviour is facilitated by several institutional conditions, such as public and private regulation, institutionalised norms concerning suitable corporate behaviour, associative behaviour among corporations themselves and systematised dialogue between corporations and their stakeholders (2007). Gjørberg states that the institutionalist hypothesis suggests that a company's CSR efforts are a function of

institutional dynamics in a nation's political-economic system; thus, the transformation of the relationship between state and civil society is signalling a new role for private actors in future national governance (2009a). In light of the growing effect of businesses on public policy and a reduction of the modern welfare state, CSR may serve as an important guiding principle for scrutinising approaches and for perceiving practical forms of future CSR (Schneider, 2014). Today, CSR is anticipated to demonstrate the new associations between the public and the private sectors. These changing relationships anticipate a new role for businesses, which is to hold national and global responsibilities associated with environmental and social problems (Gjølberg, 2009b). Therefore, corporate responsibility and sustainability are the current issues being addressed in academic studies, encompassing such topics as business ethics, corporate social performance, global corporate citizenship and stakeholder management (D'Amato et al., 2009). Also observed in the literature is a willingness to create a more homogenised vision of CSR at the international level (Bazillier & Vauday, 2014). as highlighted earlier, lots of organisations adopt a widespread range of international and intergovernmental CSR methods like the UNGC (Moratis, 2014). Therefore, it is clear that CSR can positively support the UNGC (Berliner & Prakash, 2014; Bremer, 2008; Sethi & Schepers, 2014; Voegtlin & Pless, 2014), which in turn supports the SDGs (Griggs, 2013; Rasche et al., 2013; Sachs, 2012; Sarabhai, 2014).

In light of these aspects, there is a need to explore what factors can influence/motivate CSR to positively contribute to NR to achieve the supranational agenda related to sustainability. To investigate this, a survey is designed using the primary data gathered from the interviews conducted with government experts to answer research questions 1 and 2. Therefore, the designed survey will be distributed only after analysing the results of the interviews conducted to answer the first two questions. The survey targets companies registered in the UNGC UAE network. The reason for selecting these companies is because they represent the private sector within the UAE and are committed to the UNGC, a sustainability agenda at the

supranational level. Therefore, this selected industry segment will facilitate study of what influences the private sector in the UAE to support NR within the context of sustainability.

A proposed conceptual framework based on the three aforementioned research questions and the secondary data gathered from the literature is presented in Figure 1.1 in Chapter 1.

2.5.2 Research model (a theory of justice).

Many researchers (like Rawls) have discussed issues related to political economy, mainly as the market trends in any many places are affected by the change in demand for goods and services. Rawls claims that any society would remain to depend on on different businesses because ‘a just system must generate its own support’ (Rawls, 1999, p. 230). That is, it must be arranged to foster a consistent sense of justice among its members, along with the will to act in accordance with the rules of justice. Thus, the requirements of stability and the criterion of discouraging desires that conflict with the principles of justice put further constraints upon institutions. They ‘must not only be just, but framed so as to encourage the virtue of justice in those who take part in them’ (Rawls, 1999, p. 230–231). Rawls proposes that political culture and the regulatory state of large firms that compete with other firms deserve more attention in academia.

In his book *Strategic Management: A Stakeholder Approach*, Freeman argues that capitalism should be reframed in terms of stakeholder theory to consider business a stakeholder value generator (Freeman, 1983). Freeman believes that organisations that foster effective stakeholder relations will outlast other organisations. The following are essential tenets of stakeholder theory: monitoring stakeholders’ interests at the organisational level, developing strategies to effectively deal with stakeholders and their concerns, grouping these interests into manageable segments and ensuring that organisational functions address the needs of stakeholders. Bearing in mind Rawls’s theory (theory of justice) that a society creates its own justice, a business will rely on

stakeholder interests to survive. Therefore, fulfilling the interests of corporate stakeholders—which is an aspect of NR—will promote survival and sustainability in this changing world.

The main question in this thesis is ‘what factors can influence/motivate CSR to positively contribute to NR to achieve the supranational agenda related to sustainability?’. To understand these factors, it must be understood what is expected from the private sector according to CSR. These expectations are driven by other stakeholders that act for sustainability. Other stakeholders in this research are national and supranational entities. Maintaining balance between the expectations of the national and supranational and the factors that motivate corporations to achieve these expectations will encourage more justice in a global community that hosts the three actors (supranational (mainly the UN), national (the UAE government) and corporate (the private sector within the UAE)). Therefore, maintaining a good systematic relation between supranational entities, national entities and the private sector through CSR will assure survival. As this research focuses on what will influence the private sector to meet national and supranational expectations, Rawls’s theory of justice may effectively describe the relationship between society members at the global level with regard to sustainability.

2.5.3 Research gaps.

A practical and academic clarification of the concept of NR is sorely lacking in the current literature. Although NR discourse dates back more than 115 years, the concept is not discussed at the corporate level—more precisely, within the corporations in the private sector—as observed in the limited number of papers attempting to study this concept.

Research in the area of NR is divided between the idea of protecting national interests (Marshall, 1952) and the concept of individual citizens’ responsibilities (Abdel-Nour, 2003). Nations may justifiably claim the benefits that their decisions and policies produce while also being held liable for harm that they inflict on other people.

Therefore, the present generation may be obligated to redress harmful actions perpetrated by their predecessors (Akhtar, 2009; Beckman, 2012; Elkin, 1934; Healey, 2011; Levy, 2008; May, 2010; Miller, 2007; Miller, 2008; Owen, 2010; Pierik, 2008; Shaw, 2011; Schmeller et al., 2008; Schmeller et al., 2014; Stanley, 1933; Tan, 2008). Some papers focus on the idea of collective responsibility for fairly distributing national resources (Fegan, 1953; Marshall, 1952; Morlan, 1973; Abdel-Nour, 2003; Cappelen et al., 2007; Schmeller et al., 2014) and the majority address collective NR at the individual, state and government levels. As Al Yammahi and Guruswamy (2017, p. 42) explain, almost no research focuses on exploring the role that CSR can play in fulfilling NR. Moreover, no research centring on the Middle East has been identified. Therefore, it is concluded that a gap exists in the study of NR at the corporate level in the Middle East. According to Fransen (2013), more research is necessary to link CSR with national–institutional environments, more specifically to investigate how CSR in combination with other national arrangements may lead to more or less beneficial interactions between public and private institutions in the shaping of social and environmental outcomes. In addition, Fransen (2013, p. 218) states that the measurements of CSR used in the literature do not reveal the extent of business commitments to social, environmental or broader human rights standards. Therefore, there is a need study a cohesive framework that combines the measurements used at supranational, national and corporate levels. The question of this business–government dimension of CSR has not been addressed systematically by academia or the CSR community (Gjølberg, 2009b, pp. 628–629). There is a gap in current studies regarding how and whether NR can be a subset of CSR and how policy can guide its adoption to achieve national objectives while maintaining steady performance. Table 2.2 highlights the link between the aforementioned gaps and this thesis.

Table 2.2: Link between research gaps and this thesis (source: author).

Gap	Link to research
There are a limited number of papers about NR. There are no papers about NR in the UAE.	This research will bridge this gap.
Most published papers about NR focus on collective responsibility at individual, government and state levels. Fransen (2013) argues that contemporary literature on the national integration of CSR is unable to show how national–institutional environments affect CSR practices. More research is required to link CSR and national–institutional environments.	This research covers NR at the corporate level. This research explores what will influence the private sector to support NR to achieve supranational agendas.
The measurements of CSR used in the literature do not reveal the extent of business commitments to social, environmental or broader human rights standards (Fransen, 2013, p. 218).	This research will build on the World Bank Enterprise Survey, with consultation of stakeholders, and will develop a survey to investigate what influences the private sector to achieve supranational and national expectations.

2.5.4 Problem statement.

NR has expanded beyond economic indicators to encompass human development and sustainability. While some economic, human and environmental aspects of responsibility have been embraced by firms through CSR initiatives, not all activities are aligned with national objectives for advancing international sustainability agendas. Analysing the relationship between corporate and national responsibilities is problematic (Boulouta & Pitelis, 2014, p. 349), not only because of prevailing scepticism around the ‘business case’ for corporate responsibility (Barnett, 2007; Boulouta & Pitelis, 2014; Garcia-Castro et al., 2010) but also because the micro-

level case may not be scalable to the national level (Boulouta & Pitelis, 2014; Frynas, 2008; Swift & Zadek, 2002).

From a policy point of view, governments must explore partnerships with and contributions from the business sector (Al Yammahi & Guruswamy, 2017, p. 41). While the term ‘responsible’ might appear to be a contradiction, the institutional pathway to CSR nonetheless suggests that corporate political activities—in particular, lobbying for national and supranational regulations in policy areas related to key CSR goals—are relevant to CSR (Gjølberg, 2009b, p. 628). The question of this business–government dimension of CSR has not been addressed systematically by academia or the CSR community (Gjølberg, 2009b, pp. 628–629).

2.5.5 Purpose statement.

The purpose of this multilevel study is to investigate what will influence the private sector (through CSR) to align their CSR strategies to support NR with the aim of achieving the supranational sustainability agenda. According to Cahyandito (2012), CSR can be made compatible with government programs to achieve SDGs.

Results from this study will clarify the incentives that the government can use to influence corporate CSR to meet national agendas—which support supranational agendas—and will be used to inform policymakers about the possibilities of developing a framework that aligns corporate CSR with these national and supranational goals.

The data collection process incorporates in-depth interviews with government representatives. The data will be managed and analysed using NVivo software. Based on the interview results, a survey will be designed to explore what will influence the private sector to achieve national and supranational sustainability agendas. The design of the survey will be based on the primary data gathered through the interviews and on the World Bank Enterprise Survey. The proposed survey will be validated through consultations with related stakeholders (interviewees from the

national and supranational levels). The data gathered will be analysed using SPSS software.

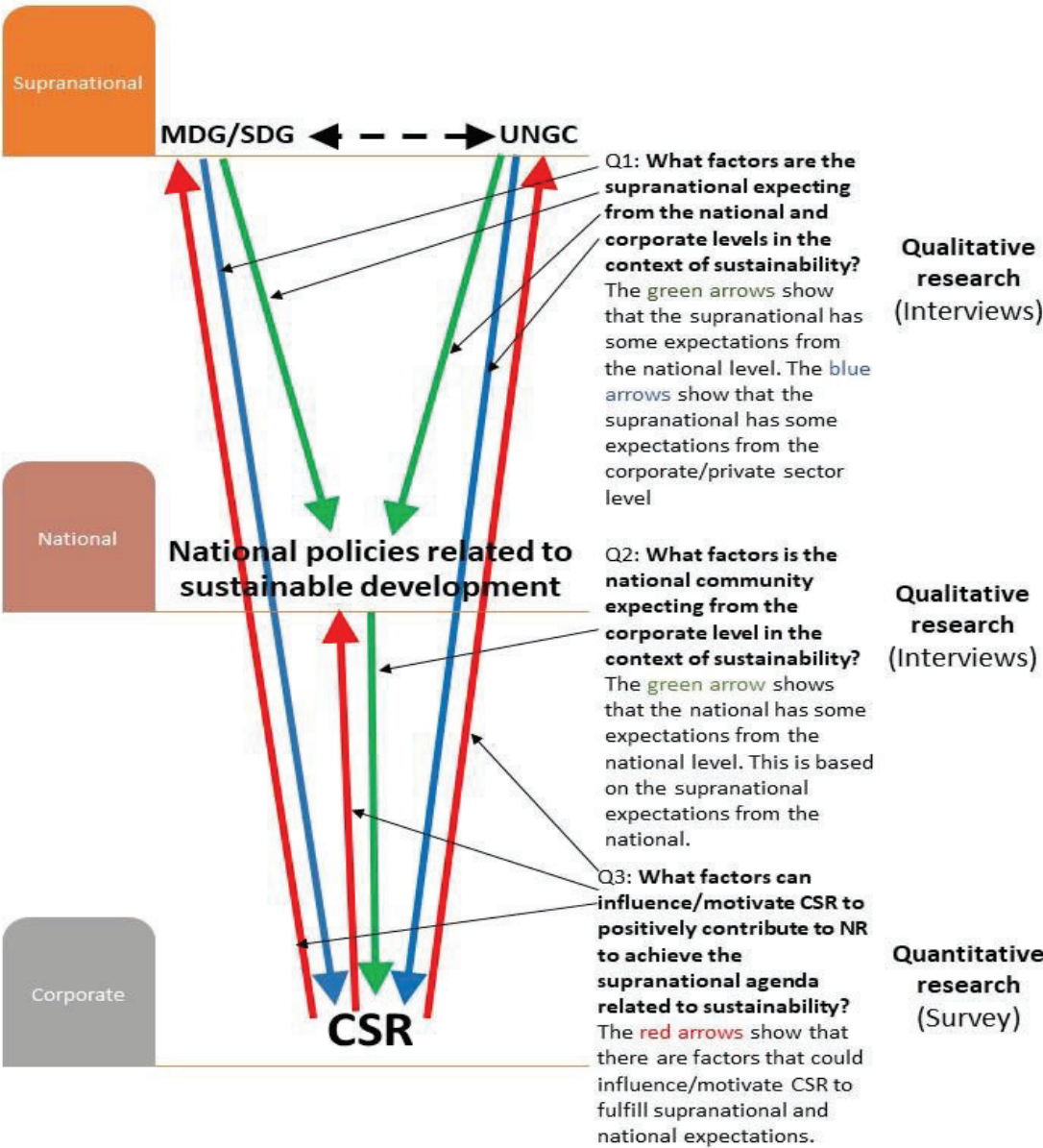


Figure 1.1: Conceptual framework (source: author).

3 Methodology

A qualitative analysis sorts through data to find and compare patterns and themes (Yin, 2003). Simon recommends providing a thorough description of the demographic groups analysed in any study (2006). As part of this research process, a series of interviews was conducted within two different organisations: the UAE Ministry of Foreign Affairs and International Cooperation and the UAE Federal Competitiveness and Statistics Authority. Using NVivo software to analyse the primary data gathered in the interviews, the researcher also tracked outliers in the major categories and subcategories. According to Sproull and Cross (2004), an outlier represents an uncommon response in a research study. Basit (2003) argues that coding is important to perform analysis. In the case of this research, the aim was to discover new significance without using a specific formula (Richards & Morse, 2007). Once similar words are clustered together, patterns emerge. Throughout each coding, methods for which are detailed in studies by Boyatzis (1998), communication patterns and themes were recorded for later reference. In addition to these coding methods, qualitative methodologies offer a new perspective on the research data, whether coded in a traditional or non-traditional manner. The breadth of perspectives addressed by the research subjects varied. The primary demographic affected by the research was senior professionals of the respective organisations. Responses to the interview questions were saved in a Microsoft Word file. The data were then entered into NVivo to analyse the context of the discussion with the senior professionals. NVivo was used to analyse for accuracy and encoded for reporting purposes. The most discussed topics and words were first identified. The researcher's judgement also played an important role. An auto-coding structured content method was mainly used to code the transcripts in NVivo, in which content was easily organised into nodes. Selected content was then dragged and dropped into existing or new nodes.

3.1 Research Method

For the purpose of this study, the interpretive paradigm of research was chosen. The interpretive paradigm involves individual, cultural and societal interaction (Holt, 1995); its strength lies in its ability to present the complexity and meaning of consumption conditions (Black, 2006).

The nature of linking lower level entities and higher level collectives is complex in that each entity is associated with different disciplines and research methods (Kozlowski et al., 2013, p. 582). CSR research is usually conducted at an organisational level (Ridley, 2011, p. 111). The institutionalist hypothesis has the explanatory power to predict the CSR success of a subset of CSR leaders (Gjølberg, 2009, p. 620). For this reason, the multilevel approach is used when data from a lower level are applied to higher level constructs (Cole, Bedeian, Hirschfeld & Vogel, 2011, p. 718). Multilevel research has been conducted to yield a reliable theory and create conceptual frameworks and measurements (Kozlowski et al., 2013, p. 582). As demonstrated in Table 3.1, this study will proceed on three levels: supranational, national and corporate. First, it will investigate what the supranational community expects from the national level and the private sector. Second, it will investigate what the national level expects from the private sector. Finally, it will explore what factors will influence the private sector to achieve the expectations of the supranational and national.

Table 3.1: Multilevel approach (source: author).

Level	Area	Approach
Supranational	SDGs, UNGC	Aligning CSR to support NR achieving sustainability agendas.
National	NR	
Corporate	CSR, strategy	

The study begins with a detailed review of pertinent literature to expand upon current knowledge and to reach reliable conclusions. The second level of study analyses the relevance of applying CSR to the SDGs to support NR; this occurred through interviews with professionals from select federal government entities. Finally, a survey was designed based on the data gathered from the government

representatives. This survey was distributed to corporations within the UNGC UAE network. The results were analysed to explore what will motivate the private sector to support government sustainability agendas. Table 3.2 summarises the research design.

Table 3.2: Summary of the research design (source: author).

Type of research	Mixed method/multilevel
Process	Inductive
Paradigm	Interpretive

3.2 Interview Results Analysis Method

As this study takes the form of mixed method research, it will combine a qualitative analysis and quantitative analyses. To answer the first two research questions, a qualitative investigation was conducted through a structure of open-ended interviews. These interviews were conducted with relevant federal government officials to explore and understand their expectations from the private sector regarding sustainability. The interviews were conducted in the interviewees' offices during office hours. Interviews were coded and analysed using NVivo software. Throughout this analysis process, the researched focused on what the government officials were expecting in general, then investigated what was expected from the private sector to achieve sustainability agendas. The results the interview analysis will be discussed in Chapter 4.

3.2.1 Interview protocol.

The interviews took place in the interviewees' offices during working hours. The interviews were designed to take approximately one hour; however, this time frame also reflected interviewees' wishes. The interviewees were free to withdraw from the interview at any time.

The findings from this interview were used as primary data for the research. Individuals' responses were treated confidentially and de-identified. Interview records and memos are being stored in a secure location until the conclusion of the

research and only the researcher has access to these records. The data and records of the interviews are kept on a laptop that is protected by a password lock, making it accessible by the researcher only. The interviewees were able to request records or memos related to their interviews; otherwise, these items will be destroyed after 5 to 7 years.

This interview protocol was implemented for the two stages of this research. The first stage included interviews with professionals from the UAE Ministry of Foreign Affairs and International Cooperation. The second stage included interviews with professionals from the UAE Federal Competitiveness and Statistics Authority.

3.3 Survey Design

As part of the research method, quantitative data were gathered from companies registered in the UNGC UAE network, with the intent that these companies provide clear insights on what motivated them to support sustainability and join the UNGC. Similar to the UN, the World Bank is categorised as an international organisation. The World Bank Enterprise Surveys are used as quantitative tools to gather information from the bank's stakeholders. This thesis complements the World Bank's surveys by focusing not on the impediments that companies face when conducting business but on impediments and drivers that they face when working towards sustainable development.

The World Bank collects data from manufacturing and service sectors in every region of the world to assess the constraints on private sector growth and job creation. The World Bank Enterprise Surveys use standardised survey instruments and uniform sampling methodology to minimise measurement error. The Enterprise Surveys are designed to provide panel datasets. The panel data are a way to pinpoint how and which of the changes in the business environment affect firm-level productivity (World Bank, Enterprise Surveys and indicator surveys). An Enterprise Survey is a firm-level survey of a representative sample of an economy's private sector (GPFI, 2018).

Companies registered in the UNGC UAE network come from different industries; therefore, it was necessary to design cross-sectional questions to understand what factors influence businesses—regardless of industry—to contribute to national and supranational agendas related to sustainability. However, the supranational and national communities have some expectations from the private sector that had to be accounted for in the survey design. Based on the qualitative interviews conducted in stage one and stage two of this research, it was possible to determine these expectations. As a result, the survey could be designed to question what motivates the private sector to meet national and supranational expectations.

3.3.1 The World Bank Enterprise Survey questionnaires.

The World Bank Group uses Enterprise Survey questionnaires to ascertain information about private firms. The surveys are largely used to check firms' level of access to financing options, their use of finances and the quality of the products or services provided (Bazbauers, 2017). The Enterprise Survey questionnaires are a source of insight founded on the G20 performance indicators, which require measuring and observing over a period in different locations (GPFI, 2018). The goals of the questionnaires range from collection of performance measures for comparison across different demographics to realisation of private firms' challenges to growth. The insights are used in the formulation of clear operational policies while providing a foundation for the creation of flexible frameworks of business governance (Baker & Mukherjee, 2007). Manuals are essential in the use of the survey questionnaires, as the necessary information varies from one region to another, producing varied data. Over the years, the information presented in the World Bank Enterprise Survey questionnaires has not changed drastically; thus, the insights are standardised annually to reveal uniform sets (World Bank Group, 2018).

The various questionnaires are tailored to suit various industries so that manufacturing and service employees do not receive homogenous surveys; that is, the various surveys contain questions that are different but parallel. The World Bank

Group (2018) states that the questionnaire is conducted face to face and is not broadcasted to save time and obtain more feedback levels from the chosen sample. The core elements of the Enterprise Survey questionnaires seek to gain information regarding gender balance, financial access position, trade levels and operation costs, diversity of employees and compliance to political restraints. Further, the survey also contains questions designed to reveal bribery levels, crime occurrences and utilisation of resources, tax positioning, competitive setup, creativity levels and modernisation rates. Facts on operation location and culture stand out as the primary area of concern for the questionnaires, as opposed to the thoughts of respondents regarding challenges faced in meeting set objectives. The poll is also segmented. Fincham (2008) states that the segmentation allows for classification of questions and simplification of the analysis process.

Hillson et al. (2015) reveal that the use of a stratified sampling approach serves to lower bias in the representation of varied demographics by balancing between the small groups designed for data collection. The Enterprise Survey questionnaires are distributed based on stratified random sampling, as the differences in weights are easy to establish among the small classifications made of the entire population. The World Bank also highlights the continuous selection of similar firms annually to allow for the establishment of patterns while introducing new companies for quality assurance. The Enterprise Surveys Organization (2013) reveals that the questionnaires are not limited to a quantitative approach as they also cater for the qualitative option through the provision of the opinion section.

3.3.2 Survey design methodology.

As highlighted earlier, capitalism needs to be rearranged in terms of stakeholder theory to see business as a stakeholder value generator (Freeman, 1983). In this context, corporations will rely on stakeholder's interests to survive. The main question at the survey design stage of this research was 'what factors can influence/motivate CSR to positively contribute to NR to achieve the supranational

agendas related to sustainability?’. To answer this question, main stakeholders in the UNGC UAE network were targeted.

Similar to the World Bank Enterprise Surveys, the survey in this research was used to gather data from a specific enterprise stakeholder. The survey in this research differs to those used by the World Bank but could be considered additional content that could eventually be employed by the World Bank to expand their work. The survey is validated based on this framework and the fact that the questions were consolidated after extensive discussions with stakeholders (interviewees).

Main stakeholders in this research are the UAE Ministry of Foreign Affairs and International Cooperation, the UAE Federal Competitiveness and Statistics Authority and the UNGC UAE network. In the chapter 4 and chapter 5 of this research, a detailed explanation is provided about the research regarding these entities. This research is concerned with exploring what factors have influenced the private sector to better support the national and supranational agendas regarding sustainability. It supports the methodology of modifying the World Bank Enterprise Surveys to gather purely quantitative data to explore the aforementioned influencing factors.

3.3.3 Survey design process.

The design of the survey is based upon the results of interviews with eight experts in the field of UN expectations and national agendas. The survey aims to answer the research question: ‘what factors can influence/motivate CSR to positively contribute to NR to achieve the supranational agenda related to sustainability?’

The following steps were involved in the survey design process:

1. **Data collection (expectations of the supranational and national):** In Chapter 4, the interviews process is discussed and analysed. The interviews aimed to answer the first and second research questions. The outcome of the interviews is discussed in Chapter 4. According to these outcomes, the supranational and national are expecting the private sector to do the following: create jobs, fund sustainability projects,

protect the environment, maintain gender balance, develop partnerships for sustainability and align their strategies with sustainability agendas.

2. **World Bank Enterprise Survey questionnaire method:** The survey was designed using the World Bank Enterprise Survey method but modified to include the important aspects gathered from the government professionals and experts through the interviews. The items in the World Bank Enterprise questionnaire are as follows: control information, general information, infrastructure and services, sales and supplies, management practices, degree of competition, innovation, capacity, land and permits, crime, finance, business–government relations, labour, business environment and performance.
3. **Survey validation:** The stakeholders (interviewees) examined the draft of the survey and compared the World Bank survey items with the factors identified from the interviews. This exercise revealed that the World Bank highlights ‘business–government relations’ as one of the main items. This supports the factors identified through the interviews, particularly that this item focuses on gender balance through the employment of females at the different levels within corporations’ hierarchies. In addition, innovation is a critical topic that supports government and sustainability initiatives. Therefore, it was recommended that innovation and product development be included in the survey, in addition to the factors identified in Chapter 5.
4. **Mapping of survey items with sustainability pillars:** After the survey was designed, selected professionals experts (interviewees) and academics (senior academic professionals) were asked to map the survey items to sustainability pillars (economic, social and environmental). This exercise was conducted to explore which sustainability pillar is most associated with the private sectors’ interests in the UAE.

5. **Survey distribution:** After the survey was designed, a SurveyMonkey link was developed and sent to the companies registered in the UNGC UAE network by the researcher via email. To assure sufficient responses, the UNGC UAE network representative was asked to support this research by encouraging the companies to respond to the survey.

3.3.4 Survey description.

The survey is organised in three sections (see Appendix A 3.3): five items related to demographic data, 15 items to measure understanding level of sustainability and 17 items to highlight the source of motivations related to the five identified expectations. The five expectations are:

1. support for sustainability (four items)
2. job creation (four items)
3. environmental protection (two items)
4. innovation for sustainability (three items)
5. strategic alignment (four items).

The sources of motivation are those related to profit, self-esteem, reputation, self-interest, engagement with community, marketing, national commitment, partnership, public relations, rewards, business expansion, government regulation, helping society, balance in internal culture, national gender statistics and values.

Recall that the results of the interviews conducted helped to answer the first and second research questions, which aimed to extract national and supranational entities' expectations of the private sector in the context of sustainability within the UAE. The third research question aims to understand the factors that will motivate the private sector to fulfil these expectations. To answer this question, a survey was designed using the data gathered from the interviews. To validate the survey, a draft of the proposed survey was shared with the interviewees and with the UNGC UAE network representative. The main reason for including these participants in the design

process was to ensure that the survey items aligned with the stakeholders' expectations.

The objectives of the survey were:

1. to examine the level of understanding within the selected companies about sustainability and initiatives related to sustainability at the national and supranational levels
2. to explore why the selected companies support sustainability initiatives at corporate, national and supranational levels
3. to explore the sources motivating the selected companies to create jobs
4. to explore what will motivate the private sector to protect the environment through product design and through funding of environment-related projects
5. to explore the possibilities for motivating the private sector to innovate for sustainability
6. to explore why the private sector will need to align their strategy with the national and supranational sustainability strategies

3.4 Analysis of Survey Results

The result of the NVivo analysis were used as an input for the quantitative section of the study. The expectations of the supranational and the national were used to design a survey that was distributed to the companies registered in the UNGC UAE network. The World Bank Enterprise Survey method was used as the basis for the survey design. For validation purposes, the government experts who participated in the interview were consulted to ensure that the survey met their expectations and needs. The survey will be in SurveyMonkey format. The researcher will distribute the survey link to companies registered in the UNGC UAE network via email. Survey results will be analysed using SPSS software. The analysis process will be driven to explore what factors will influence or motivate the private sector to fulfil supranational and national expectations.

3.5 Research Process

3.5.1 First stage (supranational level).

The selected interviewees for this stage were senior professionals working in the Department of International Organizations in the Ministry of Foreign Affairs and International Cooperation. This department was selected primarily because it has direct contact with international organisations like the UN, handles international agendas like the SDGs and, hence, has a clear understanding of the UN's plans for enlisting the private sector in meeting the SDGs. Therefore, the research began by interviewing one director (decision-maker), one coordinator and two specialists (experts).

Four interviewees from this department were selected because the number of employees was small but focused on the necessary task and because a mixture of responsibility levels was deemed to be more useful. The interviews were held in each interviewee's office during working hours and took approximately one hour to complete. The interviewees were free to withdraw from the interview at any time. The interview questions (see Appendix A 3.1) were designed to explore what the UN is expecting from countries and private sectors in regard to sustainability.

3.5.2 Second stage (national level).

The selected interviewees for this stage were senior professionals working in the UAE Federal Competitiveness and Statistics Authority. This authority was selected primarily because it develops national policies and strategies related to the SDGs. Thus, it has a thorough understanding of designing frameworks that include the private sector in supporting international agendas like the SDGs. One director (decision-maker), one coordinator and two specialists (experts) were interviewed. As in the first stage, four interviewees from this department were selected because the number of employees was small but focused on the necessary task and because a mixture of responsibility levels was perceived to be most useful. The interviews were conducted in each interviewee's office during working hours and took approximately

one hour to complete. The interviewees were free to withdraw from the interview at any time. The interview questions (see Appendix A 3.2) were designed to explore what the UAE government is expecting from the private sector to support its sustainability agenda.

3.5.3 Analysis of interview results (from first and second stages).

The interviews were recorded and then analysed. NVivo software was used to analyse the data. The results of the interviews were used in two ways. First, key research findings were included in the research paper. Second, the results informed the questionnaire that was distributed to the corporations registered in the UNGC UAE network. The questionnaire was designed and administered after interviews were completed at the supranational and national level.

3.5.4 Third stage (corporate level).

At this stage, a survey was designed based on the findings gathered in the previous stages. The survey was distributed to companies registered in the UNGC UAE network. The UNGC is the world's largest corporate sustainability initiative aligning strategies and operations. The local networks advance corporate sustainability at the grassroots level by helping companies understand what responsible business means within a national context. The companies registered in the UNGC UAE network have aligned their activities with UNGC principles, thereby tying their CSR activities to sustainability. Their insights will facilitate an understanding in this research of what motivates them to align their strategies with sustainability.

Figure 3.1 illustrates the process of this research. As an exploratory study, this research aims to gather data from literature and related government entities to design a survey that will explore what factors will influence or motivate CSR to support NR. This research begins with a historical literature review on the main constructs that are used in this study. These constructs are NR (namely its definition and its role in fulfilling the supranational agendas for sustainability), CSR (namely its definition and

its bridging role to support NR), the SDGs (as a supranational agenda under the responsibility of NR) and the UNGC (as a supranational agenda under the responsibility of CSR). Based on the findings from the literature, two sets of interviews were designed to explore what national and supranational entities are expecting from the corporate level to achieve sustainability agendas.

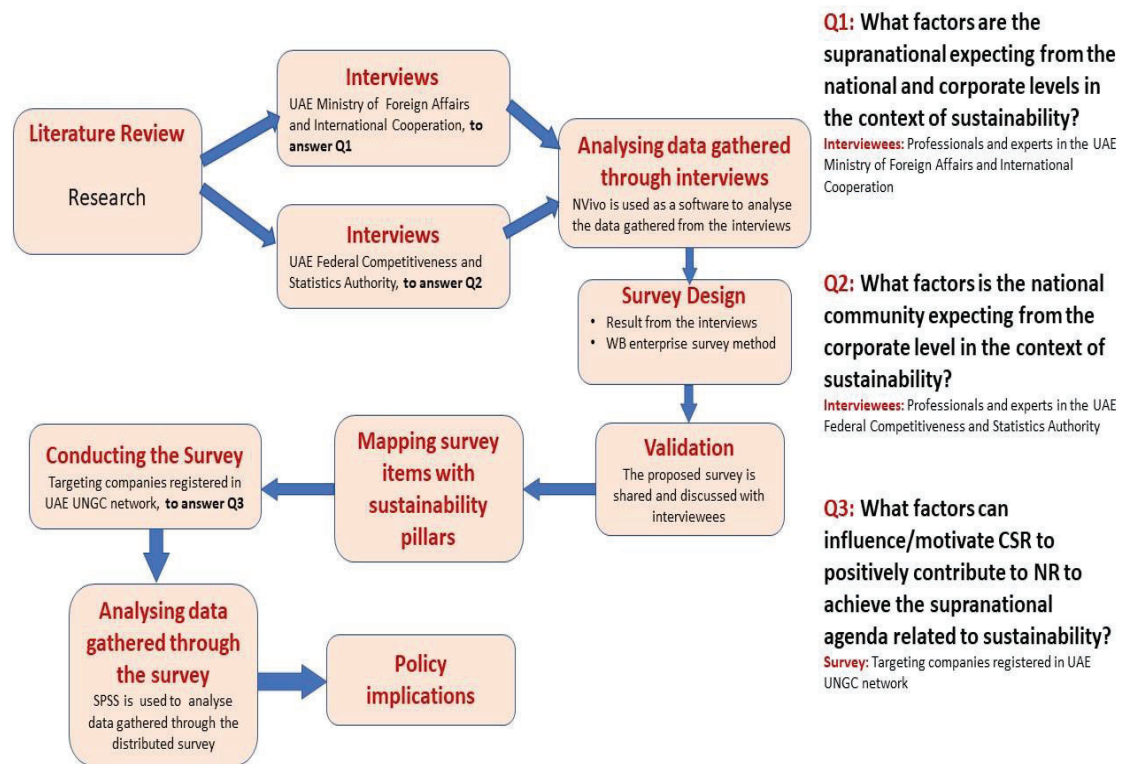


Figure 3.1: Research process (source: author).

The World Bank Enterprise Survey methodology was used as the basis for designing this study's survey. The data gathered from the literature review and from the interviews were used to design a proposed first draft of the survey. For validation purposes, this proposed survey was shared with interviewees and was modified based on their comments. After the survey was finalised with the interviewees, academics' and experts' opinions were consulted to map the survey items against the sustainability pillars (economic, social and environmental). This mapping exercise was conducted to explore, after analysing the data gathered from the survey, with

which sustainability pillar the companies in the UNGC UAE network are associated the most.

A survey was developed through SurveyMonkey and the link was distributed via email to companies registered in the UNGC UAE network. After the targeted companies completed the survey, the data were analysed using SPSS software. The analysis was undertaken within the theme of the research, exploring potential outcomes that could be valuable to policymakers in the UAE.

4 Research Findings (Qualitative)

This chapter is designed to discuss the implementations of the interviews highlighted in chapter 3, through which relevant and key findings are illustrated. The main objective of this chapter is to analyse and discuss the results of the interviews to answer the first and second research questions, which are:

Q1: What factors are the supranational expecting from the national and corporate levels in the context of sustainability?

Q2: What factors is the national community expecting from the corporate level in the context of sustainability?

To answer the first question, four open-ended interviews were conducted with professionals and experts from the UAE Ministry of Foreign Affairs and International Cooperation. The main reason for selecting this ministry is that it is in direct contact with the UN in areas related to international cooperation and sustainability agendas at the global level. To answer the second question, four open-ended interviews were conducted with professionals and experts from the UAE Federal Competitiveness and Statistics Authority. The main reason for selecting this authority is that it is responsible at the national level for formulating and following up strategies and agendas related to sustainability, which includes implementing the SDGs.

A word cloud was created to identify the most frequently used words during the interview process. It displays all the words and topics discussed, with the size of the word representing the frequency of its use. As demonstrated in Figure 4.1, some of the most frequently used words were 'sustainability', 'development', 'private', 'nations', 'international', 'global', 'countries' and 'policies'. This qualitative inquiry used words or short phrases that would assign essential attributes to a portion of the language used during the respective interviews.



Figure 4.1: Word cloud.

Another way of presenting the information displayed in the word cloud is the tree map format (see Figure 4.2), in which the width of a block indicates how frequently a word is used.

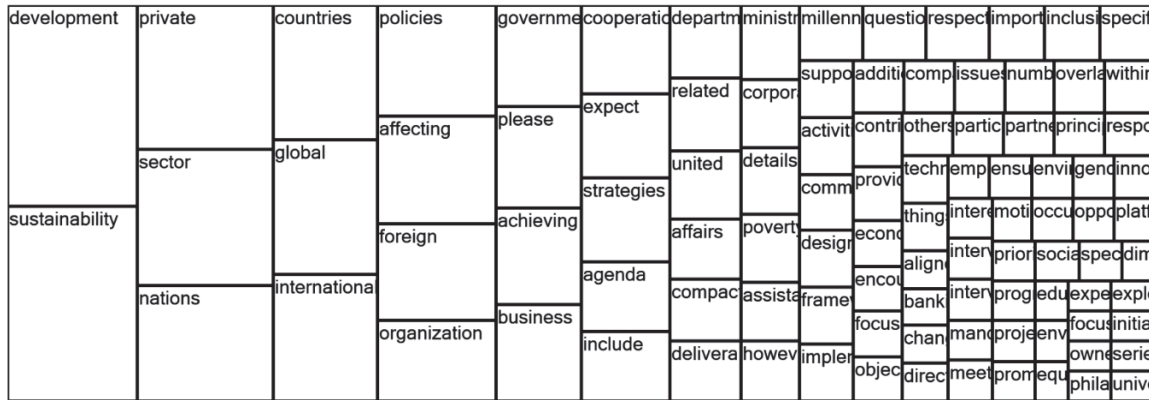


Figure 4.2: Tree map.

The main purpose of the tree map is to assemble the most frequently used words in interviews, thereby identifying the most important topics discussed. A category and subcategory were created on the basis of importance of words. These keywords have been grouped within categories based on their context and usage. These categories can be designated 'parent node' and 'child node', respectively.

To derive conclusions from the data, a thematic coding scheme was developed according to the initial, intuitive data collected. Accordingly, the findings are classified into categories and subcategories consisting of similar datasets (see Appendix 4.1 and Appendix 4.2). Content analysis enabled the researcher to arrive at descriptions or characterisations of the categories. Some categories became too large and needed to be divided into smaller units, referred to as subcategories.

4.1 First Stage: Interviews with the UAE Ministry of Foreign Affairs and International Cooperation

4.1.1 Background.

This research aimed to explore how CSR can be influenced to contribute to NR to achieve international agendas related to sustainability. As indicated earlier, this research first investigated what the supranational level (the UN) is expecting from the national level (country/government) and the private sector in the context of sustainability. This stage focuses on answering the first research question (what factors are the supranational expecting from the national and corporate levels in the context of sustainability?) through interviews (see Appendix A 3.1) with related professionals. After conducting the interviews, the data gathered were analysed using NVivo software.

4.1.2 Sample frame.

The sample frame consisted of four participants from the UAE Ministry of Foreign Affairs and International Cooperation, with a focus on senior and specialised professionals working in the international organisations sector. This sector has direct contact with international organisations like the UN and pursues international agendas such as the SDGs. Thus, members of this sector were expected to have a thorough understanding of UN expectations and plans for promoting the SDGs among private sector organisations. One director (decision-maker), one coordinator and two specialists (experts) were selected for the interviews, providing a wide range of professional perspectives. Every effort was made to prevent bias towards race,

ethnicity, gender or religion. The participants interviewed were coded as Participant 1, Participant 2, Participant 3 and Participant 4. The interviews were conducted during the month of August 2017. Before conducting the interviews, the researcher called the participants, introducing himself and requesting that the candidate participate. The location, duration and timing of the interview were discussed after the candidates agree to participate.

4.1.3 Interview analysis.

After the data were coded, classifications emerged through categories and subcategories as shown in Figure 4.3 and Appendix A 4.3.

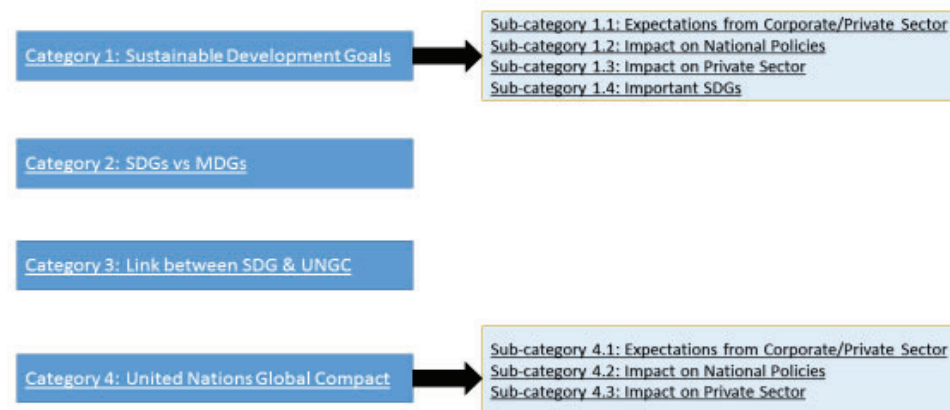


Figure 4.3: Categories and subcategories of data gathered from interviews with professionals from the UAE Ministry of Foreign Affairs and International Cooperation.

To accurately assess the data, it is necessary to examine the results of this research within the context of the participants' shared and unique characteristics. Figure 4.4 defines the percentage coverage of each category—that is, how frequently a category was cited in the interviews and, hence, its importance for the Ministry of Foreign Affairs and International Cooperation. Figure 4.4 reveals that the term 'SDGs' has the highest percentage coverage (45%), making it the most discussed category in

the interview. The next category, 'UNGC', has 23.49% coverage and focuses on countries' business environment and national interests. The other two categories (SDGs vs MDGs and Link between SDG & UNGC) received comparatively less attention, with percentage coverages of less than 10% each.

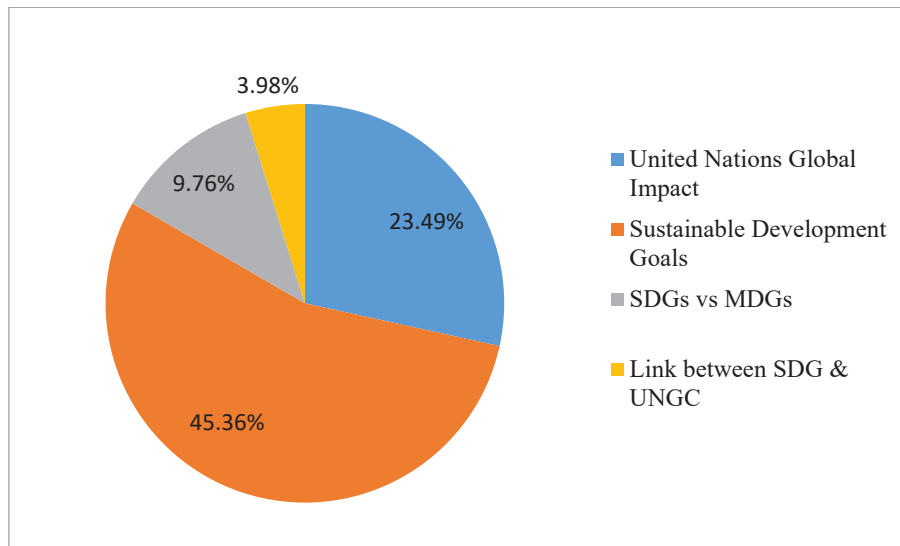


Figure 4.4: Percentage coverage for each identified category.

4.1.3.1 *Category 1: Sustainable Development Goals.*

Each participant was aware of and expressed interest in the SDGs. These are a set of goals established by the international community in 2015 to support the three pillars of sustainability (economic, social and environmental), which include a focus on ending poverty, protecting the environment and ensuring global peace and prosperity. Broader than MDGs, which focus on sustainability at the international level by promoting government cooperation, the SDGs consist of 17 goals and 169 targets encompassing three key areas (economic, social and environmental) of sustainable development. Within these areas, the SDGs seek to support change for the greater good of humanity and the planet. To achieve these goals, governments, private sector organisations and individual citizens around the world must participate. 'Leave no-one behind', a popular slogan of the 2030 Agenda, emphasises the SDG's commitment to individual rights and opportunities.

Below is an excerpt from the interview with Participant 2:

[The SDGs represent a] much more comprehensive and universal agenda, including sustainability, shared global responsibility, the role of both developed and developing countries in achieving these goals and increasing their self-reliance, and explicit inclusion of the private sector.

According to Participant 4:

The Sustainable Development Goals are the de-aggregation of the Millennium Development Goals; it is a more detailed level of goal-setting with a focus on sustainability. The result is 16 SDGs with an additional goal [SDG17] that focus on partnership at the international level.

4.1.3.1.1 Subcategory 1.1: Expectations from the corporate/private sector.

Subcategory 1 includes the UN's expectations from the private sector in regard to achieving the SDGs. While the SDGs fall under government auspices, the private sector bears indirect responsibility for them. If a country advocates for the SDGs, its national policies will be affected and the private sector will be expected to support the government's initiatives.

Three participants agreed that the private sector needs to intervene in the economy by creating jobs, promoting gender equity, ensuring environmental protection and sustainability, and increasing funding for sustainability projects. They assert, moreover, that private sector partnerships are integral to global development.

Below is an excerpt from the interview with Participant 2:

From those with commercial returns, impact investments, corporate social responsibility or purely philanthropic, engagement with the private sector will build on the collective strength, motivation, innovation and resources of the private sector, and align with the priorities of the ministry, the UAE, and finally the global community.

Participants held differing opinions on what can reasonably be expected from corporations. For example, Participant 1 makes the following observation concerning the private sector's contribution:

I think that the Federal Competitiveness and Statistics Authority is having meetings with youth to explore their expectations about different issues that might include

sustainability. It will be interesting to explore what they expect the private sector to contribute in terms of sustainability.

4.1.3.1.2 Subcategory 1.2: Effect on national policies.

This node explores the effect of the SDGs on national policies. All the participants share the view that the SDGs affect strategy-making at the national level and promote sustainability objectives. SDG indicators are reliable and every country can draw on them when setting national policy, provided that they are aligned with national interests and values. According to Participant 4:

The SDGs are a list of goals, each goal focusing on a specific element. Any country that wants to contribute to sustainability will choose some of the goals that are aligned with their national objectives and focus on it by including these goals in their strategies. Not all the goals, but only those aligned with national interests.

One participant explained that every country needs to articulate and, in some cases, revise their policies to implement the SDGs by 2030. Policy coherence is particularly important in addressing systemic issues and market failures, encouraging broad social participation and ensuring a holistic government approach, including planning and implementing the SDGs regionally, nationally and globally.

Participant 1 offered an example to illustrate the importance of assessing the SDGs at the local level:

China and India appeared to be doing great in developing and implementing their sustainable objectives. But when we look at the details, we find that some states within these countries are doing great and some others are still suffering. So, while the SDGs are motivating countries to include sustainability in national agendas, I think that we also need to develop our strategies further to be implemented at subnational levels.

4.1.3.1.3 Subcategory 1.3: Effect on private sector.

Three of the participants asserted that a growing number of private sector organisations are recognising the ‘business sense’ of implementing the SDGs—that is, conducting business with a long-term lens and aligning profit-oriented goals with

sustainability and shared prosperity. Their CSR programs are also motivated by how their businesses could contribute to global SDGs and foreign aid.

Companies within the UNGC network are already aware of the importance of sustainability. Therefore, these companies will adhere to the SDGs and ensure their achievement. Companies not part of the UNGC network might not be affected by the SDGs because their CSR activities are more philanthropic than sustainability-oriented.

One participant suggested that the private sector (businesses, foundations and philanthropic entities) can be effective in eradicating poverty and achieving sustainable development. The corporate sector should be included in efforts to achieve sustainability. According to Participant 4, 'some of the detailed targets in the SDGs include engaging the private sector. The private sector is a big player in financing and innovating on sustainability.'

Participant 3, on the other hand, believed that the SDGs do not directly affect the private sector: 'the SDGs affect governments more than the private sector. However, they might affect the private sector indirectly through government policies and initiatives.'

4.1.3.1.4 Subcategory 1.4: Important Sustainable Development Goals.

There are 17 SDGs in total. The Ministry supports all the SDGs and encourages equal focus on all the goals. This node addresses all the major goals from each participant's point of view. The UAE's foreign assistance strategy focuses on eight goals, four of which are listed below in light of interviewees' opinions:

1. Ending poverty: three out of four participants agreed that ending poverty is the most important SDG. It is considered the first SDG because sustainability and economic wellbeing depend upon eliminating poverty.
2. Forming partnerships: SDG17 focuses on cooperating with stakeholders to achieve sustainability goals. The UAE Foreign Ministry needs to cooperate with other countries to implement the SDGs. Three out of four

participants believed that revitalising global partnerships based on sustainable development is important for fulfilling the 2030 Agenda.

3. Promoting gender equality: two out of four participants agreed that achieving gender equality is essential in empowering all women and girls.
4. Ensuring equitable, quality education: two out of four participants agreed that promoting lifelong, equitable and optimal learning opportunities for all is vital for overall growth and development.

Below are the other four goals considered most important to the UAE's foreign assistance strategy:

5. Economic growth: to promote sustained, inclusive and sustainable economic growth
6. Reduction of inequality globally
7. Peace: to promote peaceful and inclusive societies and build effective, accountable and inclusive institutions at all levels
8. Industrialisation: to build resilient infrastructure, promote sustainable industrialisation and foster innovation.

Participant 2 cited eight goals that he deemed most important to the UAE:

The eight goals are ending poverty in all its forms everywhere, ensuring inclusive and equitable quality education and promoting lifelong learning opportunities for all, achieving gender equality and empowering] all women and girls, promoting sustained, inclusive and sustainable economic growth, [supporting] full and productive employment and decent work for all, building resilient infrastructure, promoting inclusive and sustainable industrialisation and fostering innovation, reducing inequality within and among countries, promoting peaceful and inclusive societies, building effective, accountable and inclusive institutions at all levels, strengthening the means of implementation and revitalising global partnerships for sustainable development.

4.1.3.2 *Category 2: Sustainable Development Goals v. Millennium Development Goals.*

In discussing the SDGs, all participants elaborated on the role of the MDGs, as both initiatives are related. When asked about the overlap, participants claimed that the SDGs are a continuation of the unfinished business of the MDGs, though with a much more comprehensive and universal agenda. Accordingly, the SDGs include sustainability, shared global responsibility, cooperation between developed and developing countries, increased self-reliance among developing countries, explicit inclusion of the private sector in achieving the SDGs, and greater emphasis on leaving no-one behind and delivering on the three dimensions of sustainable development: social, economic and environmental.

The SDGs are a more sophisticated, detailed and de-aggregated version of the MDGs. The MDGs provided a blueprint for the SDGs. As Participant 3 notes:

The Millennium Development Goals are a starting point for the Sustainable Development Goals. There is no overlap. The Sustainable Development Goals continue the path of the Millennium Development Goals. In fact, the SDGs are broader and more specific than the MDGs.

Participant 1 drew a comparison between the SDGs and the MDGs because of their focus on developed and developing countries. However, while the MDGs focus on developing countries, the SDGs are universal, concerning both developing and developed countries. Participant 3 explains the difference in time frames between the SDGs and MDGs, and the need for the SDGs to evolve:

We started working on the Millennium Development Goals a few years before; the MDGs are an international agenda published by the United Nations in 2000, focusing on sustainability at the international level, while encouraging government participation. In 2015, there was a call to develop these goals further and expand [their] mandate; therefore, a new set of goals was designed and developed, called the Sustainable Development Goals.

4.1.3.3 Category 3: Link between the Sustainable Development Goals and the United Nations Global Compact.

This node examines the connection between the SDGs and the UNGC, as both are part of the 2030 Agenda.

Two participants were unaware of the UNGC, so they did not comment on the framework linking the SDGs and the UNGC. The other two participants believed that there was no specific model that linked the SDGs with the UNGC. However, both agendas focus on sustainability at the international level. The international community is now conducting a series of discussions on developing such a framework. Participant 3 explained how the SDGs are more common and popular than the UNGC: 'I don't think that the UNGC initiatives are as strong as the SDGs...Besides, we see more activities related to the SDGs than the UNGC'.

4.1.3.4 Category 4: United Nations Global Compact.

The UNGC is an international agenda concerned with sustainability, largely within the purview of the private sector. Two out of four participants were relatively unfamiliar with the UNGC, while the other two could define it as a global platform allowing business owners to share their experience with sustainability and to adopt sustainable and socially responsible policies. Below, Participant 1 demonstrates a limited understanding of the UNGC: 'To be frank, I know more about the SDGs than the UNGC, but I think it's part of the 2030 Agenda at the global level, which includes the SDGs and UNGC'.

4.1.3.4.1 Subcategory 4.1: Expectations of the corporate/private sector.

This node examines the UN's expectations of the private sector in terms of fulfilling the SDGs. Three out of four participants were unaware of any clear expectations from the UN. The remaining participant was not sure if the UN expects any clear deliverables from corporations but believed that the private sector is expected to invest in sustainability either by sponsoring sustainability projects or by investing in sustainable technology.

Analysis reveals that corporations are willing to contribute foreign aid or to promote sustainability projects if they have a viable platform. To this end, the government is interested in exploring opportunities for the private sector to contribute to sustainability. One participant believed that private sector partnerships are crucial for fostering innovation and collective strength, thereby supporting global development agendas. The private sector's contribution would be rich and broad, and aligned with the priorities of the ministry and the global community. According to Participant 3:

I am not sure if they expect any clear deliverables and I don't think there is clear restrictions on this; however, the UNGC's branding is growing nowadays in the private sector so I expect that in the coming years, more companies will design their CSR activities according to the UNGC principles.

4.1.3.4.2 Subcategory 4.2: Impact on national policies.

Participants believed that the UNGC indirectly affects national policy because it chiefly targets the business community (whose activities are often regulated by the government). The UNGC encourages companies to embed sustainability measures within their business model rather than treating sustainability as simple philanthropy. Such measures would affect the business environment within the country and, as participants also know, could lead to modification of business regulations. If the government focuses more attention on the SDGs, then the entire community will be affected, including the private sector. The government could use the UNGC principles to redesign business regulation policy.

4.1.3.4.3 Subcategory 4.3: Impact on private sector.

This node examines the effect of the UNGC on corporations and the private sector. Three out of four participants agreed that the UNGC affects businesses in that the UNGC is an international platform for business owners to implement sustainability within their business models. UNGC principles are taken into consideration by corporations while carrying out CSR activities.

Participant 1 observed that the UNGCs represent a global movement that motivates the private sector to support a sustainability agenda. There are no clear expectations in terms of deliverables; however, the private sector is expected to invest more in sustainability either by sponsoring sustainability projects or by investing in sustainability innovations. Therefore, directly or indirectly, the UNGC affects the private sector, particularly in regard to sustainability initiatives. According to Participant 3, 'the UNGCs are affecting the private sector, though CSR activities are more guided by UNGC principles. I think that the private sector can market itself more by announcing that their CSR activities are in accordance with UNGC principles.'

After coding and categorising the data, some findings emerged, which are organised by theme for ease of analysis and to facilitate extraction of the information necessary to answer research question 1. The themes are 'expectations from private sector' and 'expectations from national policies'.

4.1.4 Theme 1: Expectations from private sector.

Theme 1 consists of two categories that include the SDG and the UNGC (see Table 4.1). This theme examines the supranational expectations of corporations regarding sustainability, such as job creation, funding, environmental protection, gender balance and access to opportunities that support sustainability. Table 4.1 classifies each category and subcategory according to its respective theme. There are two themes, each of which pertains to a different aspect of sustainability.

Table 4.1: Categorisation of themes.

Themes	Category	Sub-category
Expectations from Private sector	SDG	Impact on private sector
		Expected deliverables from the corporates and private sector
	UNGC	Impact on private sector
		Expected deliverables from the corporates and private sector
Expectations from National policies	SDG	Impact on national policies
	UNGC	Impact on national policies

Three participants agreed that the private sector needs to intervene in the economy by creating jobs, promoting gender equity, ensuring environmental protection and

sustainability, and increasing funding for sustainability projects. They asserted that private sector partnerships are integral to global development.

The SDGs do not directly affect the private sector, but they ensure that companies' profit-oriented goals are aligned with sustainability and shared prosperity. Hence, the private sector indirectly affect government policies and initiatives because the private sector plays a significant role in finance and innovation.

The UNGC encourages companies to embed sustainability measures within their business models rather than treating sustainability as simple philanthropy. The private sector is also expected to invest more in sustainability either by sponsoring sustainability projects or by investing in sustainability innovations.

4.1.5 Theme 2: Expectations from national policies.

The subcategory 'impact on national policies' is placed under Categories 1 and 2, forming Theme 2. The SDGs and the UNGC encourage countries to design policies based on sustainability objectives. Business regulation policy may be affected by the UNGC through government focus on the SDGs. All countries have a blueprint for eradicating poverty and achieving sustainable development—this was adopted by world leaders in 2015. To achieve the SDGs, national policies must be revised. SDG indicators can be used as input for designing and implementing national strategies.

Upon exploration of the most discussed category, 'SDGs', Figure 4.5 reveals that the subcategory 'impact on private sector', was widely discussed, with 9.61% coverage. Companies following the SDGs embed sustainability in their business models to contribute to sustainable development. The subcategory with the third highest coverage is 'impact on national policies', at 7.94%. Countries contributing to the SDGs align their national interests with several SDG goals, which are incorporated into national policy to achieve sustainable development. 'Expected deliverables from the corporate and private sector' has similar coverage at 7.38%. Participants claimed that there are no direct expectations of the private sector but that they must participate in some other way. The subcategory with the least rate of coverage—at 4.94%—is

‘important SDGs’, which outlines the eight most important goals of the Department of Foreign Assistance.

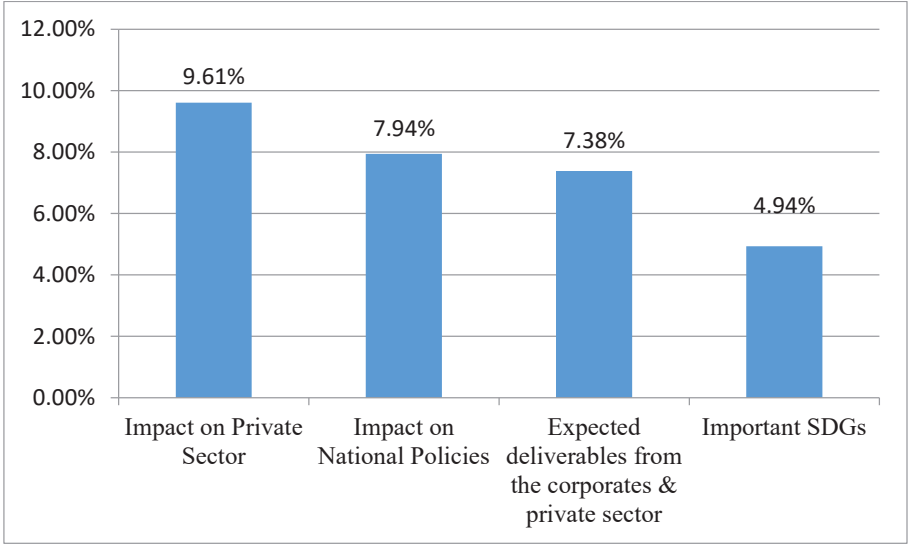


Figure 4.5: Percentage coverage—SDGs.

Figure 4.6 displays three subcategories under the ‘UNGC’ category, with ‘expected deliverables from private sector’ at the highest rate of coverage at 9.55%. Contributions from the private sector to the global development agenda are rich and broad, varying according to factors such as CSR, investments or commercial returns. ‘Impact on national policies’ had 6.65% coverage, followed by ‘impact on the private sector’, with a coverage of 4.10%.

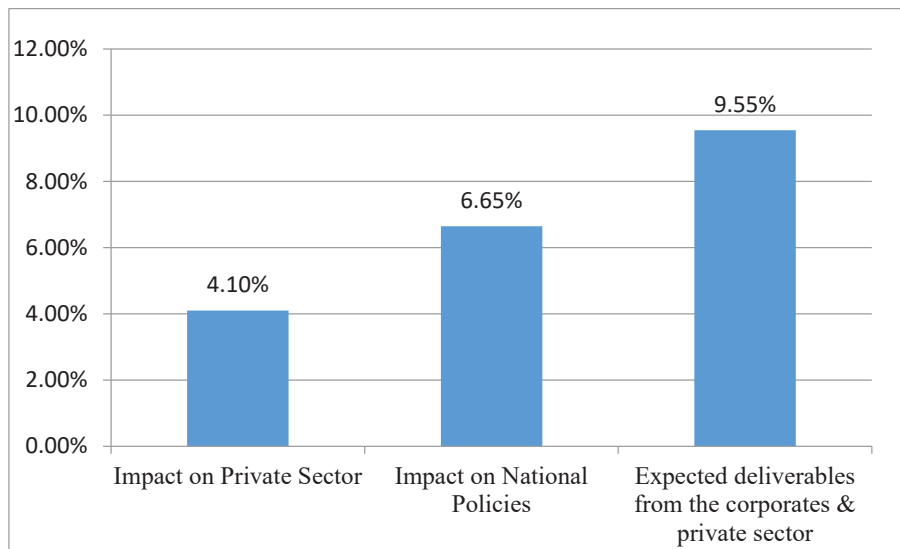


Figure 4.6: Percentage coverage—UNGC.

The term ‘SDG’ has an associative relationship with ‘UNGC’, meaning that both categories are linked but do not affect each other in any way. Both are supranational agendas for sustainability. A qualitative analysis of the data requires examination of themes in terms of percentage coverage according to category and subcategory. Figure 4.7 displays each theme’s percentage coverage terms in the context of sustainability. ‘Expectations from private sector’ was the most discussed topic, with a 30.65% rate of coverage. In this context, participants discussed the private sector’s contribution to achieving sustainable goals. ‘International community’s expectations of businesses’, which correlates sustainability agendas to the private and corporate sector, is also included in this topic. The second theme, ‘expectations from national policies’, has a 14.59% rate of coverage, linking sustainability efforts at the national level.

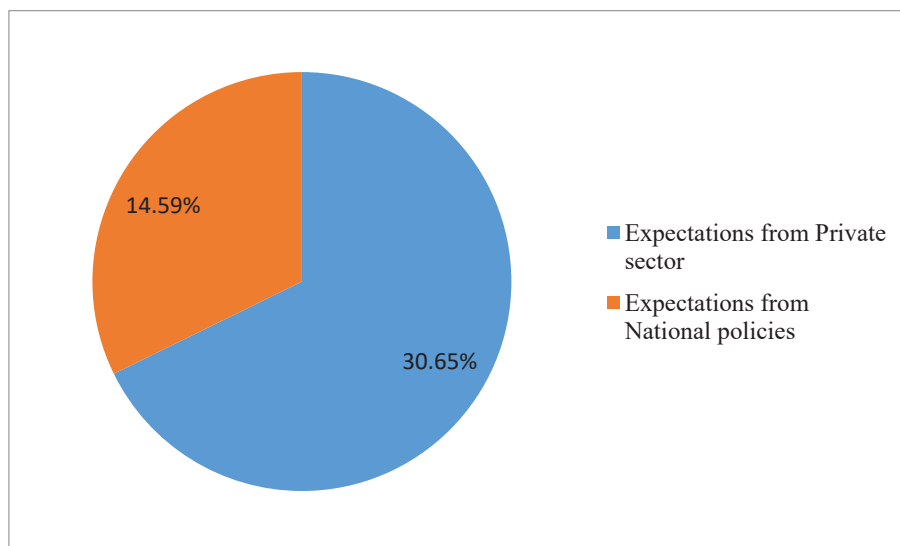


Figure 4.7: Percentage coverage—themes.

Within the first theme ('expectations from private sector'), the two parent nodes that define this theme are the SDGs and UNGC, which create four distinct subcategories focused on business owners, their interest in sustainability and how their businesses could contribute to global SDGs. The subcategories include a) 'SDGs—impact on private sector', b) 'SDGs—expected deliverables from corporate and private sector', c) 'UNGC—impact on private sector' and d) 'UNGC—expected deliverables from corporate and private sector' (see Figure 4.8).

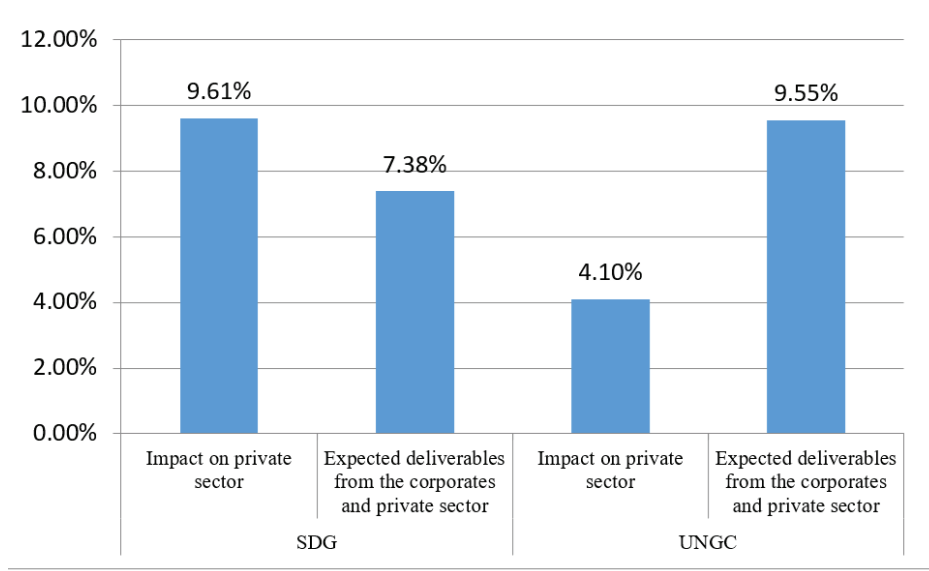


Figure 4.8: Results for 'expectations from private sector' (Theme 1).

The most frequently discussed subcategory, ‘SDGs—impact on private sector’, has 9.61% coverage. Three participants agreed that SDGs do have an effect, particularly as some SDG targets include engaging the private sector—an important player in finance and innovation.

The subcategory with the second highest percentage coverage is ‘UNGC—expected deliverables from private sector’, with 9.55%. One participant highlighted that private sector partnerships are an integral pillar of sustainable development and that private sector contributions to foreign aid foster motivation and strength.

‘SDGs—expected deliverables from the private sector’ has the third highest percentage coverage at 7.38%. Though the SDGs fall within the auspices of national governments, there are nevertheless indirect expectations on the private sector in their regard; if a country adopts the SDGs, its national policies will be affected, thereby indirectly affecting the private sector and obligating it to support the government.

The second theme (‘expectations from national policies’) includes the subcategory ‘impact on national policies’ under Categories 1 and 2. Both are related to the development of national policy through the consideration of sustainability objectives. On a large scale, the supranational expects all nations to feature sustainability in their agendas. The categories and subcategories include a) ‘SDG—impact on national policies’ and b) ‘UNGC—impact on national policies’ (see Figure 4.9).

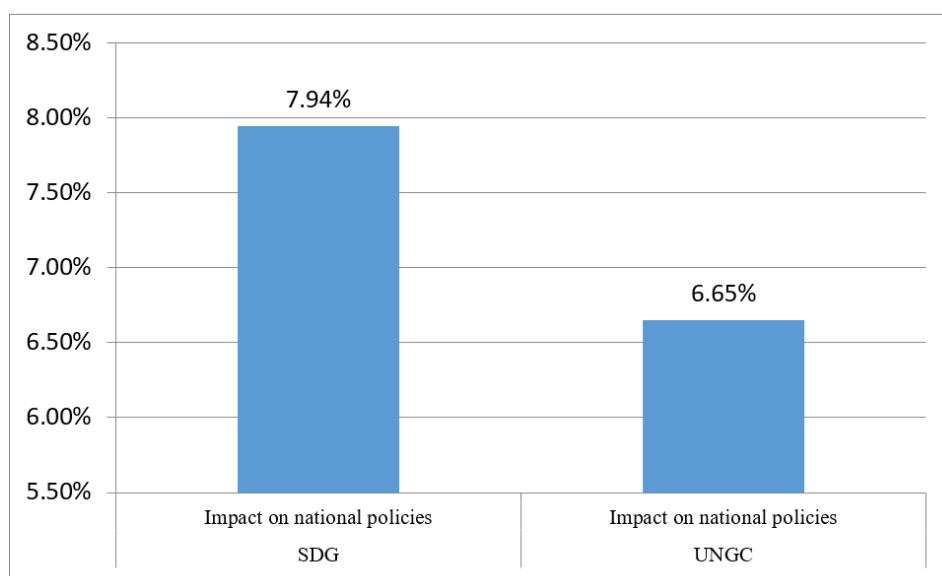


Figure 4.9: Results for ‘expectations from national policies’ (Theme 2).

One important subcategory in terms of percentage coverage is ‘SDGs—impact on national policies’, with a 7.94% rate of coverage. All participants favoured the view that the SDGs motivate countries to include sustainability in their national agendas. Implementing the SDGs at the national level is encouraged and their regional and global effects are universally acknowledged.

The next subcategory under this theme is ‘UNGC—impact on national policies’, which has a 6.65% rate of coverage. Two out of three participants were relatively unaware of the UNGC, while others believed that it has no direct effect, although government policies could be shaped by UNGC principles.

4.1.6 Explanation and summary.

The following conclusions were derived from the aforementioned interviews, observations and documentation related to sustainability. Some interviewees asserted that the international community has direct or indirect expectations from nations and corporations concerning sustainability.

The SDGs are a key feature of the UAE 2030 Agenda at the global level. Initiated in 2000 with the MDGs, the SDGs are a de-aggregation of the MDGs with a more detailed, more broadly envisioned plan for sustainability. Its three pillars of

sustainability are social, economic and environmental sustainability. The UAE Ministry of Foreign Affairs and International Cooperation's most important goals include ending poverty and establishing global partnerships. The UNGC is another international agenda that imposes responsibilities on the private sector.

The SDGs encourage countries to incorporate sustainability objectives in their national agendas, providing a blueprint for eradicating poverty and achieving sustainable development. Strategic development must be implemented at both national and local levels. Any nation that wants to contribute can revise its policy to include goals that are aligned with their national interests. However, unlike the SDGs, the UNGC perspective has no direct connection with national policies because it largely pertains to the business community. Nevertheless, governments will modify their business regulatory structures based on UNGC principles, thereby indirectly affecting the business community.

The UNGC is an international platform for business owners to implement sustainability within their business models. UNGC principles are taken into consideration by corporations while carrying out CSR activities. Some CSR activities are guided by UNGC principles and, in coming years, more companies will design their CSR activities according to the UNGC. No clear deliverable is cited but the private sector is expected to invest in sustainability projects and sponsor sustainability innovation. Business owners are interested in these initiatives, provided that there is a platform enabling them to participate in foreign aid. Indeed, private sector partnerships are an integral pillar of the UAE's foreign assistance policy and global development, encompassing commercial returns, impact investments, corporate social responsibility and philanthropy. The private sector is increasingly recognising the 'business sense' of implementing the SDGs—that is, conducting business with a long-term view and aligning profit-oriented goals with sustainability and shared prosperity. While the SDGs affect governments more than the private sector, they have an indirect effect on the private sector through government policies and initiatives. Also, the international community has indirect expectations from the

private sector, including that businesses create jobs, expand access to economic opportunities, protect the environment, promote gender equality and provide more funding for sustainability projects. Countries that advocate for the SDGs will incorporate them into their national policies, obligating the private sector to support such government initiatives.

In summary, the supranational community (largely the UN) is expecting nations to design policies based on sustainability objectives. Business regulation policies may be affected by the UNGC through governmental focus on the SDGs. The supranational community expects the private sector to intervene in the economy by creating jobs, promoting gender equity, ensuring environmental protection and sustainability, and increasing funding for sustainability projects. Private sector partnerships are integral to global development. The UNGC encourages companies to embed sustainability measures within their business models, rather than treating sustainability as simple philanthropy. Thus, the private sector is expected to invest more in sustainability either by sponsoring sustainability projects or by investing in sustainability innovations (Al Yammahi et al., 2019).

4.2 Second Stage: Interviews with the Federal Competitiveness and Statistics Authority

4.2.1 Background.

This stage of the research aimed to explore how CSR can be influenced to contribute to NR to achieve the supranational agendas related to sustainability. It focuses on answering the second research question (what factors is the national community expecting from the corporate level in the context of sustainability?) through interviews with related professionals (see Appendix A 3.2). After interviews were conducted, the data were analysed using NVivo software.

4.2.2 Sample frame.

The sample frame consisted of four participants from the UAE Federal Statistics and Competitiveness Authority. All four participants were senior, specialised

professionals working in separate departments dealing with the implementation of the SDGs at the national level. This work was the main reason for selecting the authority for this study. These participants were expected to have a comprehensive understanding of designing frameworks that include the private sector in the nation’s support of international agendas like the SDGs. Thus, they were deemed equipped to answer the second research question. One director (decision-maker), one coordinator and two specialists (experts) were selected for interviews, providing a wide range of professional perspectives. Every effort was made to prevent bias towards race, ethnicity, gender or religion. The participants interviewed were coded as Participant 1, Participant 2, Participant 3 and Participant 4. Interviews were conducted during the month of September 2017. Before conducting the interviews, the researcher called the participants, introducing himself and requesting that the candidates participate in the interview. The location, duration and timing of the interviews were discussed after the candidates agreed to participate.

4.2.3 Interview analysis.

After data were coded, classification emerged through categories and subcategories, as displayed in Figure 4.10 and Appendix A 4.4.

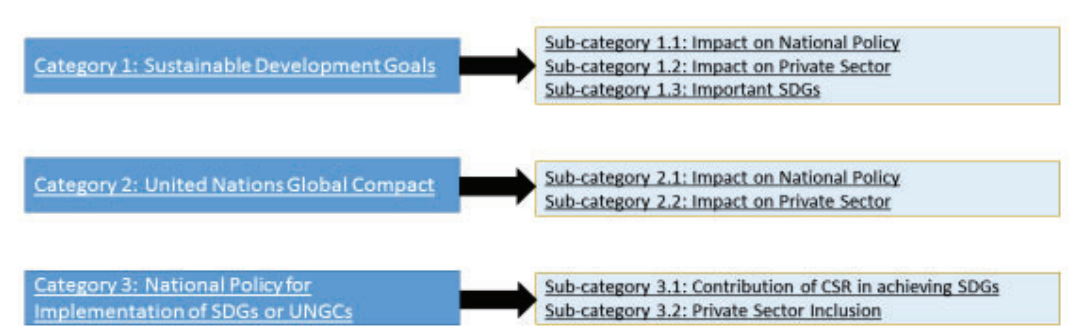


Figure 4.10: Categories and subcategories of data gathered through interviews with professionals from the UAE Federal Competitiveness and Statistics Authority.

Figure 4.11 defines the rate of coverage of each node, showing how much interview content has been linked to each category and, therefore, revealing the importance of these categories to the Federal Competitiveness and Statistics Authority. 'SDGs' has the highest rate of coverage at 34.21%, making it the most discussed category in the interview. This also demonstrates universal knowledge of and interest in sustainability. These goals are aligned with the national agenda and are intended for national implementation. Participants asserted that the effect of the SDGs on national strategy proves worldwide concern regarding sustainability.

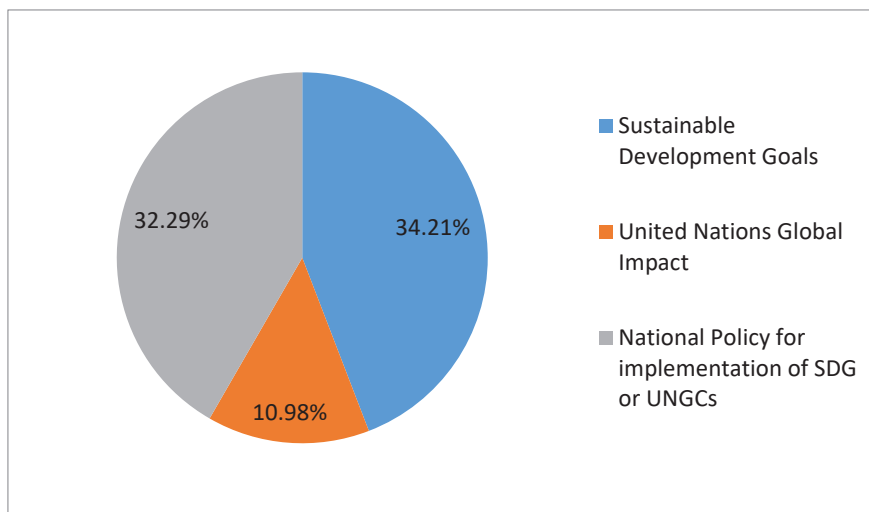


Figure 4.11: Percentage coverage of categories.

The category 'national policy for implementation of SDGs or UNGC' had a 32.29% rate of coverage, with a focus on planning national policy, achieving the SDGs and encouraging CSR contributions from the private sector. The last category, 'UNCG', was discussed comparatively fewer times, with a 10.98% rate of coverage. Most participants were unaware of the UNGC.

4.2.3.1 Category 1: Sustainable Development Goals.

One of the main nodes in which each participant demonstrated interest was the SDGs. One participant argued that it is not only the government's role to implement these goals—all members of society must be involved, including the private sector, academia and individual citizens.

Two participants mentioned the MDGs, stating that the SDGs, which comprise 17 goals, were developed in extension of the MDGs, which only comprise eight goals. The SDGs are a plan for the 15 years after 2015 and are the success framework of the MDGs, which focused more on development in low-income countries. Participant 2 characterised the SDGs as an ‘agreement on how to make the world a better place to foster prosperity in the world and leave no-one behind’. Participant 4 observed: ‘the SDGs reflect a global agreement on international development which was agreed on in 2015 to motivate economic, social and environmental development globally’.

4.2.3.1.1 Subcategory 1.1: Impact on national policy.

All the participants shared the view that the SDGs have an effect on national policymaking. Moreover, they believed that the SDGs are aligned with the UAE’s national agenda and that the agenda and the goals complement each other. One participant claimed that the SDGs already demonstrate influence upon national policies in that they are driven by sustainability measures. Another participant agreed that almost all countries have created a national committee on the SDGs to implement and align the goals with national self-development. In the UAE, this participant said, the SDGs have been incorporated into the 2021 agenda and even up to the 2071 agenda. Another participant elaborated on the role of the National Committee in aligning the SDGs with the 2021 national development agenda and creating the right set of data to track them. The SDG indicators are highly reliable and the UAE can use them as input for developing its 2071 agenda. When asked if the SDGs are affecting the UAE’s national policy, Participant 3 replied:

Yes, because the UAE’s 2021 national agenda includes six goals that are directly related to the SDGs. The national plan for the UAE is aligned with some but not all the SDGs. For example, ending poverty is not reflected in the UAE’s strategy because we don’t have poverty here.

4.2.3.1.2 Subcategory 1.2: Impact on private sector.

Three participants shared the view that the private sector is one of the main stakeholders in the successful implementation of the SDGs. They believed that all

community members must be aware of the goals, given that goal 17 requires building partnerships with the private sector to advance the SDGs. Moreover, they maintained that the SDGs help the private sector shape standard business practices and motivate more strategic, long-term thinking about sustainability. According to Participant 3, without the support of the private sector, a country cannot attain all the SDGs:

We can't achieve a lot of goals without the private sector. For example, goal 8, which is decent work and economic growth, depends a lot on the profitability and productivity of the private sector. Also, goal 13, which is climate action, we need to cooperate with the private sector to control the carbon emission.

Participant 4 believed that, at present, the SDGs do not affect the private sector, though they may in the future, stating 'no, not yet. The dialogue has started to happen. The tangible result is expected to happen. Germany and Scandinavian countries have experience in this dialogue. UAE will learn from that and develop a dialogue with the private sector.'

4.2.3.1.3 Subcategory 1.3: Important Sustainable Development Goals.

All four participants believe that all the SDGs must be implemented they are each of equal importance. It is the government's duty to align the SDGs with the national agenda. A governmental framework establishes the roles and responsibilities of stakeholders across the public and private spectrum for delivering the SDG agenda (the monitoring, reporting, evaluating and sharing progress). Participant 3 agreed that it was his organisation's responsibility to align the goals:

Our role is to reach each government entity and set goals related to their organisation. One cannot focus on health more than on education, for example. But we are making great progress towards some goals and we need to focus on others as per the national agenda.

Participant 2 considered some goals essential to the UAE's national priorities, as highlighted in the 2021 UAE vision, stating, 'for example: goal 3, good health and wellbeing, goal 4, quality education, goal, 5 gender equality, goal 8, decent work and

economic growth, goal 9, industry innovation and infrastructure and goal 13, climate action’.

4.2.3.2 Category 2: United Nations Global Compact.

Two out of four participants were relatively unfamiliar with the UNGC, while the others could define it as a global platform allowing business owners to share their experience with sustainability and to adopt sustainable and socially responsible policies. Participant 4 believed that the UNGC is an organisation with a mandate to engage the private sector in sustainability initiatives under the CSR.

4.2.3.2.1 Subcategory 2.1: Impact on national policy.

Two out of four participants stated that the UNGC does not have significant effect on national policies. Participant 4 believed that national policies have not yet been affected but have the potential to be—this would require the government to engage the private sector and raise its awareness of sustainability. Under the UNGC, the private sector might contribute more to sustainability via CSR activities.

Participant 3 considered that it would be beneficial for the government to collaborate with the private sector in advancing sustainability, as exemplified in the following statement: ‘I think it will be good to align the government with the private sector in their efforts towards sustainability. It’s good to align the SDGs with the UNGC.’

4.2.3.2.2 Subcategory 2.2: Impact on private sector.

Participants lacked a comprehensive understanding of the UNGC and its effect on the private sector. However, Participant 4 was aware that the UNGC affects the private sector but that most of the private sector is unaware of the UNGC. He emphasised that the UN should focus more on raising awareness of this initiative:

[The] UNGC has a more added value to the private sector in the context of sustainability because traditionally, CSR is used in some companies as a marketing initiative. However, nowadays and under the initiative of the UNGC, the private sector will contribute more to sustainability.

4.2.3.3 Category 3: National policy for implementation of the Sustainable Development Goals and the United Nations Global Compact.

This category concerns national policies designed to achieve the SDGs and the UNGC. The UAE's National Committee on SDGs was created to advise on a national SDG implementation plan (governance framework and statistical implementation plan), a statistical implementation plan and a national communication plan. This federal government entity coordinate with local governments and the private sector to implement the SDGs. Thus, all national stakeholders are involved in managing the National Committee's activities. The main focus area is raising awareness of the SDGs at the national level.

Under the national implementation plan, a governance framework sets the roles and responsibilities of stakeholders across the public spectrum to deliver the SDG agenda (monitoring, reporting, evaluating and sharing progress). The statistical implementation plan focuses on monitoring the SDG indicators by using data collected and coordinated by the UAE's national statistics system.

Regarding the national communication plan, Participant 2 stated that it depends on three main factors: raising awareness, promoting civic engagement and maintaining progress on the SDGs. Accordingly, the Future Policy Depot encourages UAE nationals to propose ways to further engage with SDGs through initiatives recently launched.

Participant 4 believed that before implementing the SDGs, the goals must be aligned with the national agenda:

We have the National Committee to align the SDGs with the 2021 national development agenda and to create the right set of data to trace the SDGs. The National Committee interaction is quite limited to engaging stakeholders from the local level. At this stage, the National Committee focuses on aligning the SDGs with federal government plans. In the same time, it involves the local government entities to make them aware about the SDGs. However, in 2018, we will focus more on a dialogue with the private sector.

According to Participant 1:

We have a strategy to implement the SDGs which is based on the decree of creating the UAE National SDG Committee. And now we are in the first phase and we finish the third meeting with the National Committee and there is an upcoming event on 24 October which aims to spread awareness among the National Committee and [its] stakeholders, some private sector entities.

4.2.3.3.1 Subcategory 3.1: Contribution of corporate social responsibility in achieving Sustainable Development Goals.

Participants believed that private sector CSR activities are immensely important. If companies become aware of and align their activities with sustainability outcomes, it will be beneficial to the company, the government and the international community. Businesses must expand their CSR activities to include initiatives related to the SDGs. All four participants believed that corporations must align their priorities with the sustainability agenda. Because sustainability is a broader initiative than charity, there must be strategic alignment between the CSR plan, the national plan and the SDGs.

Participant 1 emphasised the importance of the private sector in filling the gaps left by government, such as providing financial support for implementation of the SDGs and sponsoring government sustainability initiatives. According to Participant 3, 'big companies are active and they are aligning their strategies with sustainability. But we need more effort among small and medium-size businesses to implement the SDGs. We need more strategic alignment from the private sector.'

Participant 4 added:

In the short term, businesses should align their CSR activities with the SDGs and their targets. How can they achieve sustainability as part of their value chain? If a manufacturing company pollutes the environment, that is not sustainable. They have to do something.

4.2.3.3.2 Subcategory 3.2: Private sector inclusion.

This category focuses on the inclusion of the private sector in national policymaking with regard to sustainability. Participants acknowledged that most

policy is aimed at the government level and that the private sector will soon be included. The UAE government is preparing a communication plan to engage the private sector in sustainability goals in the coming months.

A national strategy developed by the committee intends to achieve 80% awareness of the SDGs. One of the targeted audiences is the private sector. Participant 2 mentioned that the government is coordinating with local entities and the private sector to support the SDGs; this involves including the private sector in the national implementation plan: 'in 24 October we will start our first engagement with the private sector. However, at the government level, we always create ways for engagement with the private sector the likes of events or private sector dialogues.'

Participant 4 raised the question of 'how [the private sector] can regulate their activity in sustainability without the involvement of government'.

After coding and categorising the data, findings emerged, which are organised according to theme for ease of analysis and to extract the information necessary to answer the second research question. One theme was extracted—'expectations from private sector to achieve sustainability'.

4.2.4 Theme 1: Expectations from private sector.

Five subcategories constitute Theme 1: three SDG subcategories and two subcategories related to national policy for implementation (see Table 4.2). This theme concerns the government's expectations from corporations with regard to sustainability. At present, the private sector is indirectly expected to support sustainability projects, insofar as it can fill gaps left by the government through actions such as providing financial support for implementation of the SDGs and sponsoring government sustainability initiatives.

Table 4.2: Categorisation of themes.

Themes	Category	Sub-category
Expectations from Private sector to achieve sustainability	Sustainable Development Goals	Impact on National Policy
		Impact on Private Sector
		Important SDGs
	National Policy for implementation of SDG or UNGCs	Contribution of CSR in achieving SDGs
		Private Sector Inclusion

The national government expects the private sector to align its business strategies with the sustainability agenda and encourages the private sector to support the national implementation of the SDGs. The SDGs shape companies' standard business frameworks by incorporating sustainability goals. Table 4.2 classifies each category and subcategory according to its respective theme. There are two themes, each of which pertains to a different aspect of sustainability.

4.2.5 Reflection on participants' characteristics.

Upon exploration of the most discussed category, 'SDGs', Figure 4.12 reveals that the subcategory 'important SDGs' was mentioned more frequently, with a 12.17% rate of coverage. All the goals are of equal value to national governments, as it is their responsibility to fulfil them at the national level. Next, the subcategories 'impact on national policy' and 'impact on private sector' have almost equal rates of coverage, at 6.57% and 6.04% respectively. In this regard, participants acknowledged that SDGs are taken into consideration when national policy is designed. Private sector coordination is also required to achieve the SDGs.

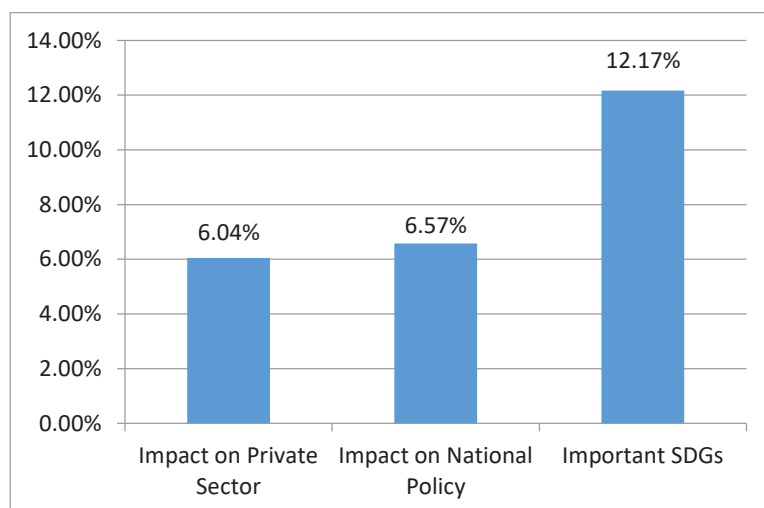


Figure 4.12: Percentage coverage—SDGs.

Turning to ‘national policy for implementation of SDGs and UNGC’, Figure 4.13 demonstrates that ‘contribution of CSR in achieving SDGs’ have a rate of coverage at 9.45%. All participants acknowledged the value of a strategic alignment between CSR strategies and the SDGs. The subcategory with the second highest rate of coverage, at 8.65%, was ‘private sector inclusion’, which demonstrates growing interest in involving private organisations in national policymaking.

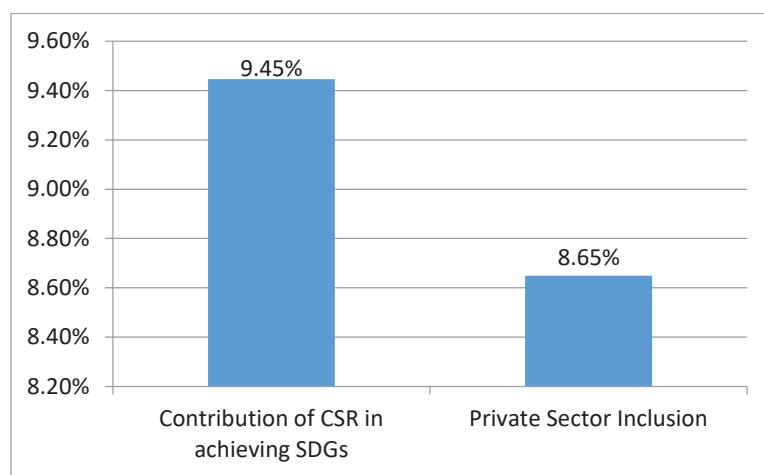


Figure 4.13: Percentage coverage – National Policy for Implementation of SDGs or UNGC

After the data was gathered and assessed, correlations began to emerge. We find that the term ‘sustainable development goal’ has a ‘one-way’ relationship with

the phrase “national policy for implementing SDGs or UNGCs”, which shows that both categories are in some way related. The importance of sustainable development goals influences national policymaking and its alignment with sustainability objectives, while compelling the private sector to contribute to the sustainability agenda.

A qualitative assessment of the data requires examining themes in terms of the frequency with which they are cited according to category and sub-category. Table 4.4 below shows the rate of coverage by theme with respect to sustainability.

Table 4.3: Percentage Coverage – Theme

Themes	Category	Sub-category		% Coverage
Expectations from Private sector to achieve sustainability	Sustainable Development Goals	Impact on National Policy	6.57%	42.88%
		Impact on Private Sector	6.04%	
		Important SDGs	12.17%	
	National Policy for implementation of SDG or UNGCs	Contribution of CSR in achieving SDGs	9.45%	
		Private Sector Inclusion	8.65%	

The two parent nodes defining the theme are Sustainable Development Goals and National Policy for Implementing SDGs or UNGC. These two categories reveal five distinct subcategories, which focus on business owners and their interest in sustainability. This emphasises the role of businesses in contributing to the SDGs and setting national policy according to all 17 SDGs. The subcategories are a) ‘SDGs—impact on national policy’, b) ‘SDGs—impact on private sector’, c) ‘SDGs—important SDGs’, d) ‘national policy for implementing SDGs and UNGC—contribution of CSR in achieving SDGs’ and e) ‘national policy for implementing SDGs and UNGC—private sector inclusion’ (see Figure 4.14).

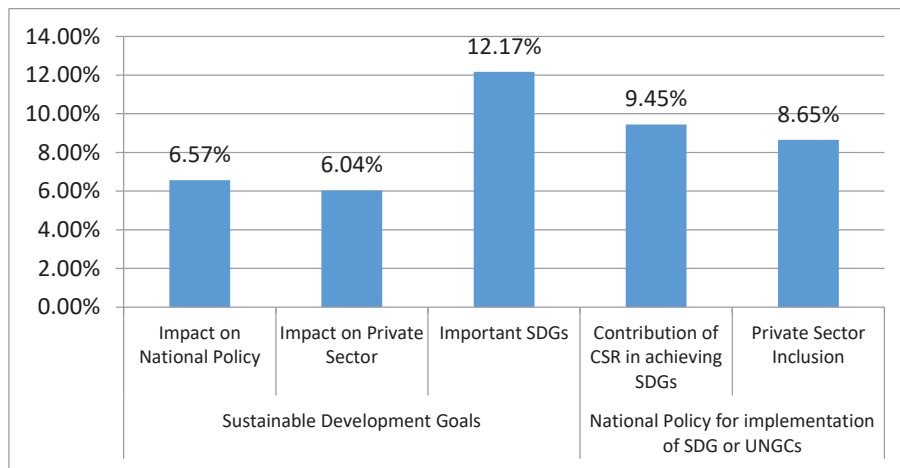


Figure 4.14: Results for ‘expectations from private sector’.

The most discussed subcategory, ‘important SDGs’, has a frequency rate of 12.17%. The participants all agreed that implementing all the goals at the national level is their collective responsibility. All goals are of equal importance and need to be aligned with the national agenda.

The subcategories with the second and third highest percentage coverage are ‘contribution of CSR in achieving SDGs’ and ‘private sector inclusion’, with 9.45% and 8.65% coverage respectively. Participants highlighted that private sector partnerships, communication and raised awareness of the SDGs are integral to achieving sustainability at the corporate level.

4.2.6 Explanation and summary.

The following conclusions were derived from the aforementioned interviews, observations and documentation related to sustainability. Some interviewees asserted that the private sector has no direct expectations placed upon it to contribute to sustainability. However, the national community indirectly expects the private sector to expand its CSR activities to include the SDGs. Moreover, participants agreed on the need for strategic alignment of CSR, national policy and the SDGs.

The SDGs constitute a plan of action for achieving sustainability. These goals are divided into four themes: environmental, economic, social and partnership. It is

not solely the government's role to implement these goals; all members of society must be involved, including the private sector, academia and individual citizens.

Every goal is of equal importance, with several highlighted as national priorities in the UAE's 2021 vision plan. These include good health and wellbeing (goal 3), quality of education (goal 4), gender equality (goal 5), decent work and economic growth (goal 8), industry innovation and infrastructure (goal 9) and climate action (goal 13).

The UN's overarching purpose is to foster global wellbeing and prosperity, leaving no member state behind. The SDGs reflect a global agreement made in 2015 to promote economic, social and environmental development through to 2030. The UAE's national policy is already driven by sustainability objectives, complementing national interests. The SDGs have been incorporated into the 2021 agenda and through to the 2071 agenda. However, regarding the UNGC, there is no direct connection with national policy as it adds more value to the private sector.

The UNGC is another initiative to encourage businesses worldwide to adopt sustainable and socially responsible policies. Aligning government policy with private sector interests will lead to success in achieving sustainability agendas.

The SDGs are helping the private sector reshape standard business practices, especially as national and private interests are increasingly interconnected. For example, the goal of fostering economic opportunity and growth depends on the profitability and productivity of the private sector. Likewise, the goal of combating climate action requires the private sector to control carbon emissions. Indeed, private organisations are a key stakeholder in fulfilling the SDGs.

The National Committee implements national policy and creates a national communication plan for the SDGs. Its first task is to align the SDGs with the national agenda. Under the implementation plan, the government establishes the roles and responsibilities of all stakeholders to deliver the SDG agenda. Similarly, under the national communication plan, attention is focused on raising awareness among different constituencies, especially the private sector, and engaging them in advancing

the SDGs. The National Committee's communication plan rests on three pillars: raising awareness, promoting civic engagement and maintaining progress on the SDGs.

At the national level, the National Committee's interaction with stakeholders is limited to raising awareness of the SDGs among local governmental entities. However, in the coming months more focus will be placed on dialogue with the private sector.

Large companies are actively aligning their business strategies with sustainability goals. However, more effort is required among small and medium-size businesses to implement the SDGs. If business activity is made more sustainable, any given company and government stands to benefit, ultimately affecting the international community. Sustainability encompasses more than simple charity, so it is essential that corporations align their strategies with the sustainability agenda. In the short term, businesses should align their CSR activities with SDG targets (Al Yammahi et al., 2019).

4.3 Conclusion

This chapter largely addresses the first and the second research questions. The main objective is to explore what supranational and national entities are expecting from the private sector to support sustainability agendas. The result of this exploratory analysis was used to design a survey that was distributed to companies registered in the UNGC UAE network (Al Yammahi et al., 2019).

Regarding the first research question, the data revealed that the supranational level (mainly the UN) expects nations to align their national strategies and agendas with the supranational agendas related to sustainability (mainly the SDGs). The SDGs and the UNGC encourage countries to design policies based on sustainability objectives. Business regulation policy may be affected by the UNGC through government focus on the SDGs. At the same time, they expect the private sector to create jobs, promote gender equity, ensure environmental protection and

sustainability and increase funding for sustainability projects. They emphasise the importance of private sector partnerships, integrating private business with global development through strategic alignment with government and supranational agendas regarding sustainability. As Kutney, Dhanapala and Kohona (2014, p. 351) conclude, an ambitious post-2015 development agenda (the SDGs) will depend heavily on funding and partnership strategies. Factors identified in this area are illustrated in Table 4.4.

Table 4.4: Factors expected by the supranational level.

Question 1	Level	Factors identified	Section
What factors are the supranational expecting from the national and corporate levels in the context of sustainability?	Private sector	Create jobs	4.1.3
		Fund sustainability projects	4.1.3
		Protect environment	4.1.3
		Promote gender balance	4.1.3
		Establish partnerships for sustainability	4.1.3
	National	Design policies based on sustainability objectives	4.1.3

Regarding the second research question, the analyses reveals that the country expects the private sector to provide financial support for implementation of the SDGs and to sponsor government sustainability initiatives. They also expect the private sector to align its business strategies with the sustainability agenda, even encouraging the private sector to support national implementation of the SDGs. The SDGs are expected to shape companies' standard business frameworks by incorporating sustainability goals. Factors identified in this regard are illustrated in Table 4.5.

Table 4.5: Factors expected of the private sector from the national level.

Question 2	Factors identified	Section
What factors is the national community expecting from the corporate level in the context of sustainability?	Achieve strategic alignment	4.2.3
	Finance sustainability projects	4.2.3

The aim of the interviews in this research was to gather data regarding what the national and supranational community are expecting from the private sector in the

context of sustainability. The findings from the interviews revealed that the supranational community is expecting the private sector to support the sustainability agenda through job creation, funding, environmental protection, gender balance and access to opportunities that support sustainability, finance and innovation. The private sector is also expected to design their strategies based on the SDG objectives. The national community expects the private sector to provide financial support to implement the SDGs and to sponsor government sustainability initiatives. It also expects strategic alignment of the private sector with the sustainability agenda. Based on these findings, the qualitative survey was designed to explore what will motivate the private sector to fulfil these expectations. This contextualised survey was validated through extensive consultation with the related stakeholders.

Findings in this chapter were used to design the survey used in the quantitative part of this research. The World Bank Enterprise Survey questionnaire was used as the main source for the survey design. Based on the findings from the interviews, the survey was modified. As the main beneficiary of the results of this thesis is UAE government, the interviewees were consulted to obtain their opinion regarding the items listed in the survey and the selection criteria. The UNGC UAE representative was also consulted because of his experience in aligning CSR through the UNGC to the SDGs within the context of the UAE. The opinion of the interviewees and the UNGC UAE representative helped to design and validate the survey based on its objectives. Appendix A 3.3 illustrates the resulting survey, which consists of five items related to demographic data, 15 items related to measuring the understanding level of sustainability and 17 items related to sources of motivation.

In summary, it is critical to align sustainability agendas at the three levels: supranational, national and corporate. This integration will assure a strategical harmony between all parties to achieve sustainability. At the same time, the private sector is expected to fund and support sustainability projects, create jobs, promote gender equality and ensure environmental protection (Al Yammahi et al., 2019).

5 Research Findings (Quantitative)

The previous chapter discusses the results of the interviews that were conducted with participants from two government entities to answer the first and second research questions. This chapter discusses the result of the survey that was distributed via email to companies registered in the UNGC UAE network. Of the 123 companies (see Appendix A 5.1) contacted, 74 responded.

In this chapter, the private sector's role in national and supranational affairs is discussed, followed by a description of the survey targeting the companies registered in the UNGC UAE network. Then a detailed survey analysis is conducted using SPSS-23, including:

- describing sample and demographic data
- assessing the level of sustainability understanding of the surveyed companies
- identifying the major sources of motivation for:
 - supporting sustainability
 - creating jobs
 - protecting the environment
 - innovating for sustainability
 - achieving strategic alignment
- investigating the level of correlations between the identified sources
- mapping survey items into the three sustainability pillars (economic, social and environmental); based on this mapping, the relative importance index of each of the three pillars is calculated.

5.1 The Role of Private Sector at Supranational and National Level

The private sector plays a critical role at the national and the supranational levels. Kinderman (2008) reveals that it is in a national government's interest to provide CSR-based incentives for firms by helping them become more competitive

and achieve higher performance, thereby supporting allegiance. One of the basic notions underlying institutional theory is that organisations are socially embedded and that they are subject to pressures that influence the design and operation of their regulatory structure (Baker et al., 2014, p. 373). Hahn (2011) highlights that corporate responsibility and sustainable development should be incorporated into holistic management thinking. In this evolving international era, marked by the global integration of the private sector into world capital markets, CSR has become a critical topic of institutional reform (Nalband & Al-Amri, 2013, p. 284). The underlying purpose of the UNGC is to promote cooperation between businesses and other actors—including UN agencies and governments—and to support the MDGs and the UNGC principles (Rasche et al., 2013, p. 7). The UNGC stimulates private sector compliance with 10 basic principles covering human rights, labour standards, the environment and anti-corruption (Bremer, 2008, p. 227). Thus, it is important to know what factors motivate the private sector to support national and supranational sustainability agendas.

5.2 Survey Analyses

As highlighted in Appendix A 3.3, the survey has seven parts. The first part comprises 15 Likert scale questions measuring understanding of sustainability. The following five parts highlight the sources of motivation related to the expectations of the supranational and national. The final part focuses on the demographic data.

5.2.1 Sample description and demographic data.

The surveyed sample consists of companies registered in the UNGC UAE network. At the time of survey distribution, 123 companies were registered in the UNGC UAE network (see appendix A 5.1). The survey was distributed by the researcher via email to companies registered in the UNGC UAE network. Initially, the response to the survey was low; however, the UNGC UAE network representative supported this study by encouraging the companies to participate. As a result, 74 out of 123 registered companies responded. These companies operate in various

industries but all are committed to sustainability through their pledge to uphold the principles of the UNGC. As illustrated in Table 5.1, the sampled business companies had been active for an average of four years in the UNGC UAE network, six years in CSR activities and 10 years in business. The standard deviation is high, meaning that there is a large gap in the number of years in business across companies; some companies are new and others have been operating for many years.

Table 5.1: Years active in the UNGC, in CSR practices and in business.

	Years active in UNGC UAE network	Years active in CSR activities	Years active in business
Mean	4.33 (4.55)	6.01(7.86)	10.43 (8.69)
Median	3.00	4.00	10.00
Mode	2	5	10

Note: standard deviations in parentheses.

5.2.2 Measuring sustainability understanding.

The objective of this section of analysis is to examine the level of understanding within the selected companies about sustainability and affiliated initiatives at the national and supranational levels. With the goal of examining these companies' understanding of the SDGs and the principles of the UNGC, 15 statements were presented for companies to rate their agreement on a scale of one to five—five being the strongest agreement and one being the strongest disagreement.

As presented in Table 5.2, companies' average understanding ranged from 3.3 to 3.7 out of 5, revealing that the companies registered in the UNGC UAE network have a significant understanding of the importance of sustainability and the SDGs, the UNGC, the concept of NR, the UAE strategy and the concept of innovation as a supporter of sustainability. Further, these results confirm that the private companies have a strong belief and trust in the need to support the with regard to sustainability. National sustainability projects are also expected to generate positive return to the business community and to support the business environment of the UAE. It is also

known to the businesses that the government's national strategies align with the international strategies for the SDGs and the UNGC. Overall, they see that their government plays a large role in supporting the SDGs, which translates to their willingness to corporate with national and international agendas for sustainability.

Table 5.2: Responses regarding understandings of sustainability.

Questions		Frequency of response						Mean	Std. dev.	Med.
		5	4	3	2	1	0			
Q1	I understand what 'sustainability' means.	34	11	8	8	13	1	3.61	1.57	4
Q2	I believe in sustainability.	32	14	9	9	9	1	3.70	1.44	4
Q3	I have a good understanding about the SDGs.	26	10	14	11	12	1	3.37	1.50	3
Q4	I have a good understanding about the UNGC.	20	11	19	17	6	1	3.30	1.31	3
Q5	I have a good understanding about the concept of national responsibility.	23	16	16	11	7	1	3.50	1.32	4
Q6	I believe that the UAE national strategies are supporting sustainability.	29	13	11	7	13	1	3.52	1.52	4
Q7	I believe that innovation is supporting sustainability.	29	13	12	7	12	1	3.55	1.49	4
Q8	I believe that supporting sustainability is part of my corporate values.	25	16	11	11	10	1	3.48	1.43	4
Q9	I believe that the national sustainability projects will have a positive return to the business community.	28	16	10	11	9	1	3.57	1.43	4
Q10	I believe that the national strategies are supporting the business environment in the UAE.	22	20	12	10	9	1	3.49	1.37	4
Q11	I understand that supporting sustainability at the international level will develop business environments.	20	23	8	10	12	1	3.40	1.43	4
Q12	I believe that the UAE national strategies are in line with the international strategies for sustainability (SDGs) and the UNGC.	18	22	12	11	10	1	3.37	1.36	4
Q13	I believe that the business community in the UAE is well supported by the government of the UAE.	27	16	9	9	12	1	3.50	1.49	4
Q14	I believe that the government of the UAE is supporting sustainability.	29	16	10	9	9	1	3.64	1.42	4
Q15	I believe that the government of the UAE is promoting the business environment.	28	12	11	8	14	1	3.44	1.54	4

Note: 'std. dev.' = standard deviation, 'med' = median.

The overall results support the expectations, as these companies registered in the UNGC UAE network should be committed to UNGC principles and believe in sustainability, leading to a comprehensive understanding of sustainability and its related agendas. However, the results reveal that the average understandings of the UNGC, the SDGs and alignment of UAE strategies with the SDGs and the UNGCs are low compared to other items, which highlights the need for enhanced awareness of national and supranational sustainability agendas within the private sector.

5.2.3 Major sources of motivation: Supporting sustainability initiatives.

The objective of the following analysis is to explore the motives behind private companies' support of sustainability initiatives at corporate, national and supranational levels. Based on the frequency analysis of the number of times a given motivation construct was selected by the respondents, major sources of motivation to support sustainability were identified and highlighted in bold in Table 5.3.

Table 5.3: Response rate to motivation questions (Part 2 of survey).

Motivation Construct		Selected
CSR	MOTIV_CSR_engagement	# 48
	MOTIV_CSR_marketing	30
	MOTIV_CSR_self_reputation	21
	MOTIV_CSR_national_commit	39
Government	MOTIV_GOV_reputation	36
	MOTIV_GOV_recognition	32
	MOTIV_GOV_public_relation	39
	MOTIV_GOV_marketing	24
	MOTIV_GOV_national_commit	# 41
	MOTIV_GOV_partnership	28
UNGC	MOTIV_UNGC_reputation	32
	MOTIV_UNGC_bus_engagement	42
	MOTIV_UNGC_engage_sustainability	# 46
	MOTIV_UNGC_marketing	21
	MOTIV_UNGC_CSR	28
	MOTIV_UNGC_public_relation	27
Global agenda	MOTIV_GLBL_reputation	38
	MOTIV_GLBL_recognition	# 42
	MOTIV_GLBL_marketing	33

	MOTIV_GLBL_rewards	36
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(total n = 74)

The results show that engagement is the major source of motivation for companies to engage in CSR, support government initiatives and join the UNGC UAE network, whereas recognition is the major motivation to support global sustainability agendas. It is rational to expect that companies would be driven by recognition in supporting global agendas. Results suggest that CSR activities were mostly driven by companies' goal of engaging with the community. In fact, they joined the network to engage in the sustainability agenda, with business engagement as a secondary factor.

5.2.4 Major sources of motivation: Creating jobs.

National and supranational levels expect the private sector to create jobs as part of their sustainability commitment. In this regard, the motivating sources for companies to create jobs are identified.

The components involved in identifying these motivation sources are highlighted in Appendix A 3.3 Part 3 and the responses are presented in Appendix A 5.2. Based on the frequencies of responses illustrated in Table 5.4, the main driver to create jobs is to gain profit, whereas helping society is a major external driver. Creativity and internal culture are prevalent reasons to maintain gender balance within organisations. Gender balance was expressed by 53 respondents to be hindered by the availability of candidates; for example, there are fewer female candidates in the construction industry. For business-oriented organisations, making a profit is a priority; at the same time, many organisations understand the variation within the human population with which they are working and use this variation to advance their business through a creative mix of employees. Overall, organisations are willing to maintain gender balance within their workforce if availability of candidates allows for this.

Table 5.4: Most important motivation sources.

National and supranational expectations	Questions	Motivation source	Responses	
			N	%
Job creation	What motivates you to create jobs?	Profit	45	60.8
	What external factors motivate you to create jobs?	Helping society	49	66.2
	What motivates you to obtain gender balance within your organisation?	Creativity	46	62.2
	What external factors affect the gender balance mix within your organisation?	Availability of candidates	53	71.6
Environmental protection	What motivates you to design your products/services in a way that does not harm the environment?	Values	49	66.2
	What motivates you to fund environmental related initiatives?	Investment	45	60.8
Innovation for sustainability	What motivates you to innovate?	Customer needs	47	63.5
	What motivates you to partner for innovation?	Product development	48	64.9
	What motivates you to fund innovation projects?	Product development	39	52.7
Strategic alignment	What motivates you to develop a strategy?	Growth	51	68.9
	What motivates you to align your strategy with government agenda?	Future growth	49	66.2
	What motivates you to align your strategy with international agenda for sustainability?	Presence	42	56.7
		Growth	42	56.7
	What motivates you to build strategic partnerships for sustainability?	Reputation	44	59.4

5.2.5 Major sources of motivation: Protecting the environment.

The components involved in identifying the motivation for protecting the environment are presented in Appendix A 3.3 Part 4. The responses are displayed in Appendix A 5.3. Interviewees highlighted that private sector entities should design products in a way that does not harm the environment and should fund environment-related initiatives. The results of the survey reveal that moral values are the main motivating factor behind the design of environmentally responsible products.

Companies consider funding environmental initiatives an investment that contributes to a good reputation.

For business-oriented organisations, the results revealed that funding is often linked with investment. The private sector must find an investment opportunity to fund a project. Therefore, it is crucial at the national and the supranational level to present an added value element whenever there is potential for partnership with the private sector in environmental projects.

5.2.6 Major sources of motivation: Innovating.

Innovation is a crucial element for an organisation to sustain. The components involved in identifying the motivations for innovation are detailed in Appendix A 3.3 Part 5. The responses are displayed in Appendix A 5.4. The survey aimed to highlight what motivates companies to innovate, to partner for innovation and to fund innovation projects. The results revealed that customer expectation drives innovation and product development leads to funding and partnership for innovation projects. Thus, the results are consistent with the fact that companies engage with innovation largely to satisfy their customers through product development. They are willing to fund or partner for innovation projects mainly to develop their products. The main driver for innovation is finding new values to be added to products or services for the benefit of customers.

5.2.7 Major sources of motivation: Strategic alignment.

The main objective of the following analysis is to explore why the private sector will need to align their strategies with national and supranational sustainability strategies. The components of identifying the reasons for strategic alignment are displayed in Appendix A 3.3 Part 6 and the responses are presented in Appendix A 5.5.

The data reveal that these companies aligned their strategies with sustainability agendas largely to extend their presence and reputation, which support their future growth. They are willing to develop partnerships to enhance their reputation.

The analysis reveals that strategy development is always associated with future growth. Any company will design their future strategies to grow their own business. Similarly, if they align their strategy to government or supranational strategies, they will first need to see a potential future business growth. This future growth may be supported by marketing objectives like presence or enhancing a company's reputation.

5.2.8 Discussion on motivations for fulfilment of expectations of supranational and national entities.

Kotler and Lee (2004) interpret CSR as an organisational commitment to community development through the use of corporate resources and contributions. In addition, as highlighted by the United Nations Department of Economic and Social Affairs (2015), two of the SDGs are 'to empower women and achieve gender equality' and 'to promote full, productive and decent employment for all. To encourage sustainable and inclusive economic growth for all.'".

As shown in table 5.4, these companies create jobs for profit, supporting and expanding their business. Externally, they also create jobs to help, and build relationships with, society. For this reason, they also consider gender balance within their organisation, although this also depends on the availability of candidates. Corporations see gender balance as a source of creativity, productivity and balance in their internal culture. Bearing in mind that corporations' CSR activities positively affect employees' sense of organisational commitment (Nejati, 2013), it becomes evident that such activities yield a return for corporations, insofar as their employees are part of the society. However, Metcalfe (2011) states that due to cultural factors, addressing gender imbalances possibly requires greater focus on supply-side issues in the home rather than demand-side issues in the firm. Thus, it worth considering cultural issues in the Gulf States when addressing gender balance within firms.

Private sector companies also participate in environmental protection. As issues such as climate change began to gain global prominence, businesses began

incorporating best practices to address them (Idowu, 2011, p. 153). In addition, as stated by the United Nations Department of Economic and Social Affairs (2015), three of the SDGs are 'to promote initiatives to combat climate change and to control its effects', 'to ensure the sustainable use of oceans and other water sources' and 'to ensure that our terrestrial ecosystems, forests and deserts are sustainably used. To protect and restore our natural ecosystems, to fight against deforestation, land degradation and loss of biodiversity.' These goals are directly related to environmental concerns.

The results of the survey reveal that, because of organisational values, corporations in the UAE private sector design their products and services in such a way that they will not harm the environment. They fund environment-related initiatives to expand their reputation and they also consider this an investment.

The role of a business in a society is to innovate and deliver products and services, using resources efficiently to create value and conduct operations profitably and with social consent (Fitzgerald & Cormack, 2006). As highlighted by the United Nations Department of Economic and Social Affairs (2015), two of the SDGs are 'to develop sustainable and inclusive industrialization and resilient infrastructural development. To foster innovation' and 'to promote sustainable production and consumption patterns'.

One of the basic premises underlying institutional theory is that organisations are socially constructed and that they are subject to pressures that influence the design and operation of their regulatory structure (Baker et al., 2014, p. 373). Hahn (2011) concludes that corporate responsibility and sustainable development should be integrated into holistic management thinking. CSR is internal to corporations; it dictates a corporation's course of action with respect to civil society (Nalband & Al-Amri, 2013, p. 285). CSR shows the spirit of the shared relationship between state, market and civil society, and highlights a new role for private actors in future national and global governance (Gjølberg ,2009b). As highlighted earlier, Crowther and Martinez described CSR as a form of relationship among several stakeholders,

including governments, citizens and global corporations (2004). Many corporations have now adopted a wide range of CSR practices, starting with CSR projects, and have assumed international and intergovernmental CSR related practices such as the UNGC (Moratis, 2014, p. 79). As stated by the United Nations Department of Economic and Social Affairs (2015), one of the SDGs is 'to revitalize global partnerships for sustainable development'; thus, it is important to align corporate strategy with the SDGs.

This study reveals that the private sector develops strategies first for growth and, second, for business continuity and business focus. These strategies are aligned with government agendas for future growth. They also aim to align with international sustainability agendas to promote business growth and presence or participation, and for marketing purposes. Further, they build strategic partnerships to develop their reputation.

5.2.9 Correlations among major motivation sources.

In the previous section and as illustrated in Table 5.4, 14 major sources of motivation for fulfilling national and supranational expectations were identified: job creation (four sources), environmental protection (two sources), innovation for sustainability (three sources) and strategic alignment (five sources). The next analysis explores whether there are significant correlations among how surveyed companies responded to these sources.

Based on the correlation matrix reported in Appendices A 5.5 and A 5.7 the most significant correlations were derived and discussed as follows:

1. There is a high correlation between national commitment as a motivator to support government initiatives and engagement in sustainability as a motivator to join the UNGC UAE network (0.487). Therefore, national commitment and engagement in sustainability are main drivers that

motivate the private sector to support government initiatives by joining the UNGC UAE network.

2. There is a high correlation between helping society as an external motivator to create jobs and engagement in sustainability as a motivator to join the UNGC UAE network (0.457). Therefore, helping society is part of the private sector's role to engage in sustainability through creating jobs and joining the UNGC UAE network.
3. There is a high correlation between creativity as a motivator to achieve gender balance within organisations and profits as a motivator to create jobs (0.525). Therefore, creativity for the purpose of gaining profit is a motivator for maintaining gender balance while creating jobs.
4. There is a high correlation between availability of candidates as a motivator that affects gender balance within organisations and national commitment as a motivator to support government initiatives (0.413). Availability of candidates is part of the national commitment to create jobs to support government initiatives.
5. There is a high correlation between values as a motivator to design products and services in an environmentally friendly way and the following three variables: engagement in sustainability as a motivator to join the UNGC UAE network (0.457), helping society as an external factor that motivates job creation (0.411), and availability of candidates as an external factor that affects gender balance (0.515). Therefore, values that are associated with engaging in sustainability and helping society lead to designing products and services that do not harm the environment, creating jobs and joining the UNGC UAE network.
6. There is a high correlation between product development as a motivator to partner for innovation and values as a motivator to design products and services in a way that does not harm the environment (0.446). Therefore, obtaining values through product development is driving the

private sector to partner for innovation to develop their products and services.

7. There is a high correlation between product development as a motivator to fund innovation projects and the following three variables: values as a motivator to design products and services in a way that does not harm the environment (0.534), customers' needs as a motivator to innovate (0.417), and product development as a motivator to partner for innovation (0.503). This reveals that product development with the aim of meeting customers' needs is motivating the private sector to fund and partner for innovation to design products and services that do not harm the environment.
8. There is a high correlation between growth as a motivator to develop a strategy and the following three variables: helping society as an external motivator to create jobs (0.401), availability of candidates as an external motivator that affects gender balance (0.437), and investment as a motivator to fund environment-related initiatives (0.432). Growth through assistance of society, candidate availability and investment is motivating the private sector to develop a strategy that creates jobs while maintaining gender balance and funding environment-related initiatives.
9. There is a high correlation between future growth as a motivator to align strategies with government agendas and customer needs as a motivator to innovate (0.422). Therefore, future growth through meeting customer needs is motivating the private sector to align their strategies with government agendas for the purpose of innovation.
10. There is a strong correlation between presence as a motivator to align strategy with international sustainability agendas and the following three variables: investment as a motivator to fund environment-related initiatives, customer needs as a motivator to innovate and growth as a

motivator to develop strategy. This reveals that creating a corporate presence through investment and meeting customer needs is a motivator for the private sector to align strategy with international sustainability agendas through funding and innovating environment-related projects.

11. Interestingly, there is a high correlation between reputation as a motivator to build strategic partnerships for sustainability and the following two variables: recognition as a motivator to support the global agenda for sustainability (0.401) and presence as a motivator to align strategy with international sustainability agendas (0.456). Thus, maintaining reputation to assure recognition and presence is motivating the private sector to align their strategies and support the global agenda for sustainability.

The above correlation analysis reveals that values, product development, developing strategy to grow, and assuring presence and reputation represent the majority of the list. This means that the government must develop a partnership with the private sector to design common strategies that align private sector products with the vision of sustainability. This strategical integration will stimulate corporations to meet national and supranational expectations, fulfilling the need to develop private sector products and assure corporations' presence within the country.

5.3 Mapping Survey Items to Sustainability Pillars: Economic, Social and Environmental

The three main sustainability pillars have been identified as economic, social and environmental (Boulouta & Pitelis, 2014; Fransen, 2013). To explore the importance of each pillar, the 80 survey items were mapped to the three sustainability pillars. Nine experts and four academics were approached to allocate each item a corresponding weight map for each of the three pillars. The experts were among the interviewees in this research from the Ministry of Foreign Affairs and International

Cooperation and The Federal Authority of Statistics and Competitiveness, as well as the UNGC UAE representative (see Appendix A 5.8). Based on these survey items' average weights assigned to each of the three pillars, the relative index of importance for the sustainability pillars was calculated using the formula:

$$RII_k = \sum_{i=1}^{i=\#of\ items} R_i \frac{w_{i,k}}{\sum_{j=1}^3 w_{i,j}}, k=1, 2, 3$$

where RII_k is the relative index of importance for sustainability pillar ($k = 1$: economic, $k = 2$: social, $k = 3$: environmental) and $W_{i,j}$ is the weight of item i corresponding to the sustainability pillar j .

The results of the mapping are summarised in Table 5.5.

Table 5.5: Relative index of importance of sustainability pillars.

Sustainability Pillar	Economic	Social	Environmental
Index of importance	186	242	52
Relative index of importance	0.38	0.51	0.11

As reported in Table 5.5, the social aspect is of crucial importance ($RII_{\text{Social}} = 0.51$) to the UNGC UAE network-registered companies, indicating the value of being appreciated and recognised by the public. For business-oriented organisations, being recognised by the public may to a great extent fulfil marketing needs. Interestingly, environment is the least important pillar ($RII_{\text{Environment}} = 0.11$), highlighting the fact that the private sector may not consider environmental issues their highest priority; their main concern may lie in networking to meet marketing needs.

5.4 Conclusion

The survey targeted companies registered in the UNGC UAE network. As highlighted earlier, 74 of 123 registered companies responded to the survey. Survey analysis highlighted that the average rate of understanding of sustainability by the companies was high (above 3.4/5, median = 4/5), with the exception of the three elements related to understanding the UNGC, understanding the SDGs and aligning

UAE strategies with the SDGs and UNGCs—comprehension of these factors was relatively low. Therefore, there is a need for the government to raise awareness within the private sector about the UNGC principles, the SDGs and the UAE initiatives to implement the SDGs nationally. The findings suggest that engagement and recognition are the main motivators for the private sector when they are involved in CSR activities. Thus, there is a need to recognise corporations' CSR activities—for example, by giving rewards or announcing company names at sustainability-related events—and to engage these companies in community initiatives that are managed by the government. Further, job creation is motivated by profit and gender diversity is motivated by a desire to stimulate creativity within the internal culture. Private sector businesses will maintain gender balance within their workforce based on the availability of candidates. Therefore, there is a need for the government to raise the capacity of candidates within the community, based on the private sectors' needs, through education support, professional training and vocational training. This will raise private sector employment possibilities for the targeted community. Moreover, the private sector will fund environment-related projects if they consider them to have added value. Therefore, there is a need to partner with the private sector to invest in environment-related projects; the investment should also include areas related to innovation for sustainability.

The analysis also reveals a significant correlation among product development, development of strategies for growth and expansion of presence and reputation. Therefore, there is a need for a strong partnership between the government and the private sector to develop a shared strategy that assures common strategic growth by developing private sector products within the theme of sustainability. According to the relative index of importance, the private sector in the UAE does not consider the environment the most important sustainability pillar. Therefore, it is important to raise awareness about the value of the environment as the future of humanity and as an area of investment.

1. raising awareness within the private sector about the UNGC, the SDGs and UAE strategies
2. recognising private sector CSR efforts through giving awards or mentioning company names at sustainability events
3. engaging the private sector in community initiatives that are managed by the government
4. raising the capacity of candidates within the community to meet private sector needs
5. partnering with the private sector to invest in environment-related projects and innovation for sustainability
6. developing a shared strategy that assures common strategic growth (for both government and private sector) by developing private sector products within the theme of sustainability
7. raising the awareness of the importance of tackling environmental issues within the private sector.

6 Discussion and Conclusions

The UN has taken an important role in endorsing sustainable development within nations, highlighting that countries develop effective sustainable development strategies to protect the environment (Swanson et al., 2004). This study exposes that the SDGs influence strategy-making within nations and endorse sustainability objectives. This study also reveals that the SDGs and the UNGC encourage countries to design policies based on sustainability objectives. In order to implement the SDGs, national policies must be reviewed. The indicators of the SDG could be used in designing and implementing national strategies. The UN expects all nations to include sustainability in their agendas. All the interviewees in this study highlighted that the SDGs can influence national policymaking. Also, they believed that the SDGs are aligned with the UAE national agenda and that the goals and the agenda balance each other. There is no framework to directly combine UNGC with the SDGs. However, both agendas focus on sustainability at the international level and the international community is now conducting a series of discussions on developing such a framework.

The MDGs and SDGs have become incorporated into the work of NGOs and civil society more generally and are taught at all levels of education (Sachs, 2012, p. 2206). This study reveals that the UNGC affects businesses in that the UNGC is an international platform for business owners to include sustainability within their business models. UNGC philosophies are taken into consideration by corporations through their CSR activities. This study also reveals that supranational entities expect the private sector to intervene in the economy by creating jobs, promoting gender equity, ensuring environmental protection and sustainability, increasing funding for sustainability projects, innovating and providing access to opportunities that support sustainability. Moreover, the supranational believes that private sector partnerships are essential to global development. The UNGC is a global platform to allow business owners to share their sustainability success stories and to implement sustainable and

socially responsible policies. Therefore, corporations must align their priorities with the sustainability agenda as sustainability is a broader initiative than charity, there is a need for strategic alignment between the CSR plan, the national plan and the SDGs.

As Kinderman's (2008) study on German firms reveals, a national government provides CSR-based incentives for the private sector through helping them to become more competitive and achieve higher performance. As highlighted earlier, the institutional theory also indicates that an organisation's CSR is rooted in sociopolitical indicators, therefore a nation's political bodies can influence the execution of CSR at the organisational level (Campbell, 2007; Gjørberg, 2009; Matten & Moon, 2008). In his 2006 study, Dummett studied government involvement in the form of legislation to encourage or force greater corporate environmental responsibility. Critical infrastructure resilience (to the extent that it is controlled by private corporations) may be considered explicitly CSR related (Ridley, 2011, p. 122). This study reveals that corporations are willing to contribute foreign aid or to promote sustainability projects if they have a viable platform. To this end, the government is interested in exploring opportunities for the private sector to contribute to sustainability. This research also reveals that the UAE's National Committee on SDGs was created to advise on a national SDG implementation, a statistical implementation plan and a national communication plan. The national government expects strategic alignment with the sustainability agenda from the private sector. They are creating ways that the private sector can engage with the national implementation plan for the SDGs. The SDGs shape companies' standard framework of doing business while incorporating sustainability goals. The government indirectly expects the private sector to expand their CSR activities to include initiatives that are related to the SDGs.

Contemporary scholarship revealed that CSR can influence the UNGC (Berliner & Prakash, 2012; Bremer, 2008; Sethi & Schepers, 2014; Voegtlin & Pless, 2014). Many corporations have now implemented many CSR practices and have adopted international and intergovernmental CSR practices such as the UNGC (Moratis, 2014, p. 79). The UNGC encourages private sector compliance with

principles that cover human rights, labour standards, the environment and anti-corruption (Bremer, 2008, p. 227). This study reveals that an increasing number of private sector entities are understanding the importance of implementing the SDGs—that is, conducting business with long-term of compliance with sustainability and sharing the responsibility. CSR initiatives are also motivated to contribute to global foreign aid and global sustainability agenda. Companies within the UNGC network are already aware of the importance of sustainability which means that they follow to the SDGs and ensure their achievement.

Boulouta and Pitelis (2014) reveal that there is a link between CSR and competitiveness of the business. They also revealed that there is also a positive correlation between CSR and national competitiveness. This study reveals that the private sector believes that their nation, the UAE—and the broader international community—supports sustainability through the national strategies that have been developed and are being developed. National sustainability initiatives are expected to create positive returns to the business and to support the business environment within UAE. The private sector is also aware that their government's national strategies are aligned with the international strategies related to sustainability mainly as the SDGs and the UNGC.

6.1 Contributions

6.1.1 Academic contributions.

There has been insufficient examination of how NR is assigned, carried out and assessed within both national and supranational agendas. This gap in the literature must be filled with more targeted research to expand public understanding of NR, specifically in the context of private corporations. Fransen (2013, p. 213) demonstrates that the literature is not specific in determining what parts of political-economic configurations affect CSR practices, what precise aspects of CSR are affected by national-institutional variables and how causal mechanisms between national-institutional framework variables and aspects of CSR practices operate. Fransen (2013,

p. 225) argues that contemporary literature on the national integration of CSR is unable to show how national–institutional environments affect CSR practices. More research is required to link CSR and national–institutional environments (2013, pp. 214, 218, 225). From a policymaking perspective, more clarity regarding these questions will also aid the work of businesses.

Most of the articles in the literature studied NR in the context of non–Middle Eastern countries. For example, Stanley (1933) focused on America and the United Kingdom, Elkin (1934) and Fegan (1953) on Australia, Shaw (2011) on the UK and Morlan (1973) on Denmark; Abdel-Nour (2003), Miller (2008), Levy (2008) and Schmeller et al. (2008) expand their studies to the international level. In effect, there is no related study conducted in the Middle East.

This thesis fulfils the need for research that links the relationship between CSR and NR in the context of sustainability. In addition, there are no studies discussing NR in the Middle East or, more specifically, in the UAE. This thesis fulfils the requirement for an academic paper discussing NR in the UAE.

Further, the findings of this research will contribute to the process of designing sustainable development strategies for the federal government of the UAE that encourage the private sector to support sustainability agendas.

In summary, this research theoretical contributes by fulling the gaps in the literature highlighted in chapter 1 and 2 in this thesis. Al Yammahi & Guruswamy highlighted that the concept of NR is discussed less than the concept CSR in the literature. This thesis is contributing to the literature by discussing NR to the evolving body of knowledge in this area. It is reiterated that the concept of NR was discussed in America, The United Kingdom, Australia, Denmark, and many countries at the international level except the Middle East (Abdel-Nour, 2003; Al Yammahi & Guruswamy, 2017; Fegan, 1953; Miller, 2007; Morlan, 1073; Stanley, 1933). Therefore this thesis is contributing to the relevant body of knowledge by discussing NR in a key Middle East country, the UAE. Further, as also highlighted earlier, the current literature doesn't illustrate the linkage between CSR and NR ((Fransen, 2013;

Thanetsunthorn & Wuthisaatian, 2018). This thesis fills that gap by exploring the factors that will influence/motivate CSR to support NR, specifically within a Middle Eastern context.

6.1.2 Policy implications.

As highlighted earlier, this research aimed to explore what factors will motivate the private sector to support NR to achieve sustainability agendas at both national and supranational levels. This informative research will support UAE federal government policymakers' effort to include the private sector in their sustainability agendas at both national and supranational levels. This research recommends that the policymakers in the federal government of the UAE take the following steps:

1. Establish strategic investment partnerships: The federal government can develop investment opportunities in sustainability-related initiatives and attract the private sector to partner with the government to implement these initiatives. This will motivate the private sector to fund sustainability projects and to align their future strategies with government strategies in areas related to sustainability. Moreover, such partnerships will increase private sector corporations' reputation and recognition within the community.
2. Raise awareness: The government should aim to raise awareness within the private sector about the critical issues of climate change and environmental protection. The awareness campaign should highlight environmental issues based on two main themes. The first theme is the future of humanity and the responsibility all humans hold to protect the environment. The second theme links this global concern with investment opportunities. As the environment becomes a global concern, initiatives related to environmental protection will have greater investment possibilities. The campaign should also raise awareness of supranational and national agendas; it is critical to understand the

future national and supranational directions related to sustainability. These agendas include the SDGs, the UNGC and national strategies within the UAE.

3. Raise the capacity of candidates: The federal government should raise the capacity of candidates within the community to meet the private sectors' employment needs. As revealed in this research, the private sector is willing to raise the employment possibilities if there are available candidates in the community. Therefore, it is critical that the federal government in the UAE develops initiatives that foster individuals' capabilities to work in the private sector. Vocational education and specialised professional education can be part of targeted programs to assure that candidates within the community are equipped to be employed in the private sector.

This thesis thus highlighted that there is a need to motivate CSR to support NR. Therefore, it is critical to identify the factors that will motivate the private sector to contribute to NR at the national level. Highlighting these factors will positively contribute practically to the government aims to partner with the private sector under the sustainability context. This thesis thus also contributes practically by highlighting recommendations for policy makers in the UAE.

6.1.3 Methodological contributions.

The design and distribution of this survey is based on the World Bank Enterprise Survey questionnaire method. The World Bank Enterprise Survey questionnaire is a corporate-level survey of a representative sample of an economy's private sector. The surveys cover a broad range of business environment topics including access to finance, corruption, infrastructure, crime, competition and performance measures. Similarly, the survey in this research is a corporate-level survey of a representative sample of an economy's private sector. The survey covers a broad range of business environment topics including job creation, funding,

environmental protection, gender balance and access to opportunities that support sustainability, finance and innovation. It also explores whether businesses design their strategies based on SDG objectives and whether they finance or support government sustainability initiatives.

The purpose of the World Bank Enterprise Surveys is to establish corporations' levels of access to financial options, uses of finances and quality of products or services, as well as to formulate policies while providing foundations for the creation of flexible frameworks for business governance. The purpose of the survey in this research is to explore motivating factors that support NR, as well as to facilitate the formulation of policies that will support relational frameworks between the government and the private sector. Both purposes examine corporate opinion as a source of insight to assist in formulating policies for structural relations frameworks.

Various questions in the World Bank Enterprise Surveys are tailored to suite the targeted industry. This research survey is tailored using the primary data that were gathered from the interviews with related stakeholders and then validated with the interviewees. Both methods are tailored to the purpose and context; however, this research contributes to this method by consulting professionals and experts from related entities. This consultation and validation was undertaken to ensure the relevance of the survey items to the related stakeholders. In addition, academic experts were included in this process to map the survey items to sustainability pillars. Both experts and academics added crucial insights to the survey items.

6.2 Research Limitations

This thesis aimed to explore how CSR can be motivated to contribute to NR to achieve the international agendas related to sustainability. This thesis is a multimethod study beginning with a review of the historical evolution of CSR and the NR. This is followed by a series of open-ended interviews with government professionals. Based on the results of the interviews, a survey was designed and distributed to companies registered in the UNGC UAE network to identify the factors

that influence CSR to positively contribute to NR in the context of sustainability at national and international levels.

The primary data collection method was limited to interviews (open-ended questions) with professionals working in the federal government of the UAE. Therefore, the primary data are limited to the knowledge of the experts and professionals working in the UAE government. Data collection was also undertaken through a survey distributed to organisations registered in the UNGC UAE network. Therefore, the data gathered through the survey are limited to the knowledge of companies already committed to sustainability within the UAE. The data gathered are also limited to the experts within the federal government who were available at the time of the interview (the fourth quarter of 2017). Based on the context of this research, the UAE federal government entities involved are limited to the UAE Ministry of Foreign Affairs and International Cooperation and the UAE Federal Competitiveness and Statistics Authority. The data gathered are also limited to the number of companies registered in the UNGC UAE network at the time of survey distribution (January 2018). Therefore, this research is limited to the aforementioned federal government entities and to private organisations that fall within the geographic boundaries of the UAE. The research targeted eight government experts for open-ended interviews; 74 private companies responded to the survey.

The collection of secondary data through the literature review is a critical part of this research. The secondary gathered about the SDGs, the UNGC, NR and CSR is limited to what literature was available either in academic journal articles or in academic published books.

The scope of discussion of this research is limited to the expectations that the UN and the UAE federal government place on the private sector to support NR in the context of sustainability. The discussion is also limited to the factors that will influence the private sector to fulfil the expectations of the UN and the federal government of the UAE in agendas related to sustainability.

6.3 Future Research

This thesis has traced the historical development of the concepts of NR and CSR. While rich contextual information is available on the evolution of the definition of NR, little research focuses on the meaning, scope and expectations of NR in both domestic and international contexts. In addition, few works have explored how NR could play a significant role in developing a nation's ability to address national and international issues. This gap in the literature must be filled by further research. More importantly, it is recommended that empirical research be conducted that focuses on determining the expert opinions of diverse developmental scientists and governmental and non-governmental agencies on the subject of NR. Citizen input into what comprises NR and how the public can contribute also needs to be further investigated. While CSR activities are often allowed to be submitted in organisations' annual reports, corporations are almost never held accountable, at least not officially, for not implementing CSR promises due to the lack of regulatory mechanisms. Therefore, additional research is required to explore the importance of establishing a regulatory framework to streamline CSR with national and supranational objectives (Al Yammahi & Guruswamy, 2017).

6.4 Conclusion

This study revealed that the supranational level expects governments to design their strategies based on the SDGs. They also expect the private sector to create jobs, fund or invest in sustainability projects, protect the environment, maintain gender balance, promote access to opportunities that support sustainability and innovate. The UAE government expects the private sector to provide financial support to implement the SDGs, sponsor government sustainability initiatives and align their strategies with the sustainability agenda. The private sector will be motivated to fulfil these expectations when there is the opportunity to gain profit, help society, foster creativity, promote gender balance (given candidate availability), create business value, invest, fulfil customer's needs, grow product development and expand

presence and reputation. NR is the responsibility of a nation's leaders to eliminate suffering nationally and internationally; sustainability is a crucial future direction for the elimination of that suffering. This thesis is a practical exploratory study on how to motivate the private sector to support NR through CSR.

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Appendices

A 3.1: Interview Questions—Interview with Professionals and Experts in the UAE Ministry of Foreign Affairs and International Cooperation

1. Can you please give me a brief about the role of your organisation?
2. Can you please give me a brief about the role of your department?
3. Can you please give me a brief about the Sustainable Development Goals?
4. What sustainable development goal is most important to your organisation?
 - a. Why?
5. Can you please give me a brief about the United Nation Global Compact?
6. Is there any overlap between the SDGs and the MDGs?
7. Is there any model or framework to link the SDGs with the UNGC?
8. How can the SDGs affect the country/national policies?
9. How can the UNGC affect the country/national policies?
10. Do you think that the SDGs are affecting the private sector?
11. Does the UN expect any deliverables from the corporate/private sectors with respect to achieving the SDGs?
12. Do you think that the UNGCs are affecting the private sector?
13. Does the UN expect any deliverables from the corporate/private sectors with respect to achieving the UNGC?
14. Do you have any additional things to add?

A 3.2: Interview Questions—Interview with Professionals and Experts in the UAE Federal Competitiveness and Statistics Authority

1. Can you please give me a brief about the role of your organisation?
2. Can you please give me a brief about the role of your department?
3. Can you please give me a brief about the Sustainable Development Goals?
4. What sustainable development goal is most important to your organisation?
 - a. Why?
5. Can you please give me a brief about the United Nation Global Compact?
6. Do you think the SDGs are affecting the country/national policy?
7. Do you think the UNGC is affecting the country/national policy?
8. Do you think that SDGs are affecting the private sector?
9. Do you think that the UNGC is affecting the private sector?
10. Do you have a policy/strategy at the national level to implement the SDGs or UNGC?
11. Do you include the private sector in your policy? If yes, can you elaborate?
12. To what extent do you believe that corporate social responsibility has a growing relevance in achieving the Sustainable Development Goals?
13. Do you have any additional things to add?

A 3.3: Survey Questionnaire

Survey question: What factors can influence/motivate CSR to positively contribute to NR to achieve the supranational agenda related to sustainability?

Part 1: Understanding sustainability.

Directions: Please indicate your level of agreement or disagreement with each of these statements. Place an 'X' mark in the box of your answer. 5 is (strongly agree), 1 is (strongly disagree), 0 is (not applicable).

Questions	5	4	3	2	1	0
1. I understand what 'sustainability' means.						
2. I believe in sustainability.						
3. I have a good understanding about the Sustainable Development Goals.						
4. I have a good understanding about the United Nations Global Compact.						
5. I have a good understanding about the concept of 'national responsibility'.						
6. I believe that the UAE national strategies are supporting sustainability.						
7. I believe that innovation is supporting sustainability.						
8. I believe that supporting sustainability is part of my corporate values.						
9. I believe that the national sustainability projects will have a positive return to the business community.						
10. I believe that the national strategies are supporting the business environment in UAE.						
11. I understand that supporting sustainability at the international level will develop business environment.						
12. I believe that the UAE national strategies are in line with the international strategies for sustainability (SDGs and UNGC).						
13. I believe that the business community in the UAE is well supported by the government of the UAE.						
14. I believe that the government of the UAE is supporting sustainability.						
15. I believe that the government of the UAE is promoting the business environment.						

Part 2: Motivation.

Directions: Please pick the answer that applies the most.

1. What motivates you to do CSR activities?

- | | |
|--|--|
| <input type="checkbox"/> Engage with community | <input type="checkbox"/> Self-reputation |
| <input type="checkbox"/> Marketing | <input type="checkbox"/> National commitment |
| <input checked="" type="checkbox"/> Other, please specify: | |

2. What motivates you to support the government initiatives?

- | | |
|--|--|
| <input type="checkbox"/> Reputation | <input type="checkbox"/> Marketing |
| <input type="checkbox"/> Recognition | <input type="checkbox"/> National commitment |
| <input type="checkbox"/> Public relations | <input type="checkbox"/> Partnership |
| <input checked="" type="checkbox"/> Other, please specify: | |

3. What motivates you to join the UAE UNGC network?

- | | |
|--|---|
| <input type="checkbox"/> Reputation | <input type="checkbox"/> Marketing |
| <input type="checkbox"/> Business engagement | <input type="checkbox"/> CSR |
| <input type="checkbox"/> Engagement in sustainability | <input type="checkbox"/> Public relations |
| <input checked="" type="checkbox"/> Other, please specify: | |

4. What motivates you to support the global agenda for sustainability?

- | | |
|--|------------------------------------|
| <input type="checkbox"/> Reputation | <input type="checkbox"/> Marketing |
| <input type="checkbox"/> Recognition | <input type="checkbox"/> Rewards |
| <input checked="" type="checkbox"/> Other, please specify: | |

Part 3: Job creation.

Directions: Please pick the answer that applies the most.

1. What motivates you create jobs?

- | | |
|--|--|
| <input type="checkbox"/> Profit | <input type="checkbox"/> Task related |
| <input type="checkbox"/> Support business | <input type="checkbox"/> Expand business |
| <input checked="" type="checkbox"/> Other, please specify: | |

2. What external factors motivate you to create jobs?

- | | |
|--|--|
| <input type="checkbox"/> Government regulations | <input type="checkbox"/> New specialty |
| <input type="checkbox"/> Helping society | <input type="checkbox"/> Relation with society |
| <input checked="" type="checkbox"/> Other, please specify: | |

3. What motivates you to obtain gender balance within your organisation?

- | | |
|--|--|
| <input type="checkbox"/> Creativity | <input type="checkbox"/> Balance in internal culture |
| <input type="checkbox"/> Balance productivity | <input type="checkbox"/> National gender statistics |
| <input checked="" type="checkbox"/> Other, please specify: | |

4. What external factors affects your gender balance mix within your organisation?

- | | |
|--|---|
| <input type="checkbox"/> National gender statistics | <input type="checkbox"/> Availability of candidates |
| <input type="checkbox"/> Government regulations | <input type="checkbox"/> Government strategies |
| <input checked="" type="checkbox"/> Other, please specify: | |

Part 4: Environment protection.

Directions: Please pick the answer that applies the most.

1. What motivates you to design your products/services in a way that doesn't harm the environment?

- | | |
|--|--------------------------------------|
| <input type="checkbox"/> Reputation | <input type="checkbox"/> Cost saving |
| <input type="checkbox"/> Regulation | <input type="checkbox"/> Awards |
| <input type="checkbox"/> Values | <input type="checkbox"/> Profit |
| <input checked="" type="checkbox"/> Other, please specify: | |

2. What motivates you to fund environmental related initiatives?

- | | |
|--|-------------------------------------|
| <input type="checkbox"/> Reputation | <input type="checkbox"/> Investment |
| <input type="checkbox"/> Regulation | <input type="checkbox"/> Awards |
| <input checked="" type="checkbox"/> Other, please specify: | |

Part 5: Innovation for sustainability.

Directions: Please pick the answer that applies the most.

1. What motivates you to innovate?

- | | |
|--|---|
| <input type="checkbox"/> Market share | <input type="checkbox"/> Cost Saving |
| <input type="checkbox"/> Organizational Development | <input type="checkbox"/> Customer needs |
| <input type="checkbox"/> New business opportunities | <input type="checkbox"/> Profit |
| <input checked="" type="checkbox"/> Other, please specify: | |

2. What motivates you to partner for innovation?

- | | |
|--|---|
| <input type="checkbox"/> Reputation | <input type="checkbox"/> Government partnership |
| <input type="checkbox"/> Cost saving | <input type="checkbox"/> Community presence |
| <input type="checkbox"/> Product development | |
| <input checked="" type="checkbox"/> Other, please specify: | |

3. What motivates you to fund innovation projects?

- | | |
|--|---|
| <input type="checkbox"/> Reputation | <input type="checkbox"/> Government partnership |
| <input type="checkbox"/> Cost saving | <input type="checkbox"/> Community presence |
| <input type="checkbox"/> Product development | <input type="checkbox"/> Investment |
| <input checked="" type="checkbox"/> Other, please specify: | |

Part 6: Strategic alignment.

Directions: Please pick the answer that applies the most.

1. What motivates you to develop a strategy?

- | | |
|--|--|
| <input type="checkbox"/> Growth | <input type="checkbox"/> Business focus |
| <input type="checkbox"/> Business continuity | <input type="checkbox"/> Utilising resources |
| <input type="checkbox"/> Profit | |
| <input checked="" type="checkbox"/> Other, please specify: | |

2. What motivates you to align your strategy with government agenda?

- | | |
|--|--|
| <input type="checkbox"/> Presence | <input type="checkbox"/> Marketing |
| <input type="checkbox"/> Reputation | <input type="checkbox"/> Future growth |
| <input checked="" type="checkbox"/> Other, please specify: | |

3. What motivates you to align your strategy with international agenda for sustainability?

- | | |
|--|------------------------------------|
| <input checked="" type="checkbox"/> Presence | <input type="checkbox"/> Marketing |
| <input type="checkbox"/> Reputation | <input type="checkbox"/> Growth |
| <input checked="" type="checkbox"/> Other, please specify: | |

4. What motivates you to build strategic partnerships for sustainability?

- | | |
|--|------------------------------------|
| <input type="checkbox"/> Presence | <input type="checkbox"/> Marketing |
| <input type="checkbox"/> Reputation | <input type="checkbox"/> Growth |
| <input checked="" type="checkbox"/> Other, please specify: | |

Part 7.

Directions: This part focus on the type of business that you do and the number of years you engage with sustainability objectives.

1. Name (optional)

2. Years active in business

3. Years active in CSR activities

4. Years active in UAE UNGC network

5. Your industry

A 4.1: Categories and Subcategories of the Data Gathered from the Interviews with the UAE Ministry of Foreign Affairs and International Cooperation

Nodes				
	Name	Sources	References	
[-]	Sustainability		0	0
[-]	United Nation Global C		4	4
	Impact on private se		4	4
	Impact on national		4	4
	Expected deliverable		4	4
[-]	Sustainable Developme		4	5
+	Important SDG		4	17
	Impact on private se		4	6
	Impact on national		4	4
	Expected deliverable		4	7
	SDGs vs MDGs		4	8
	Link between SDG & U		4	6

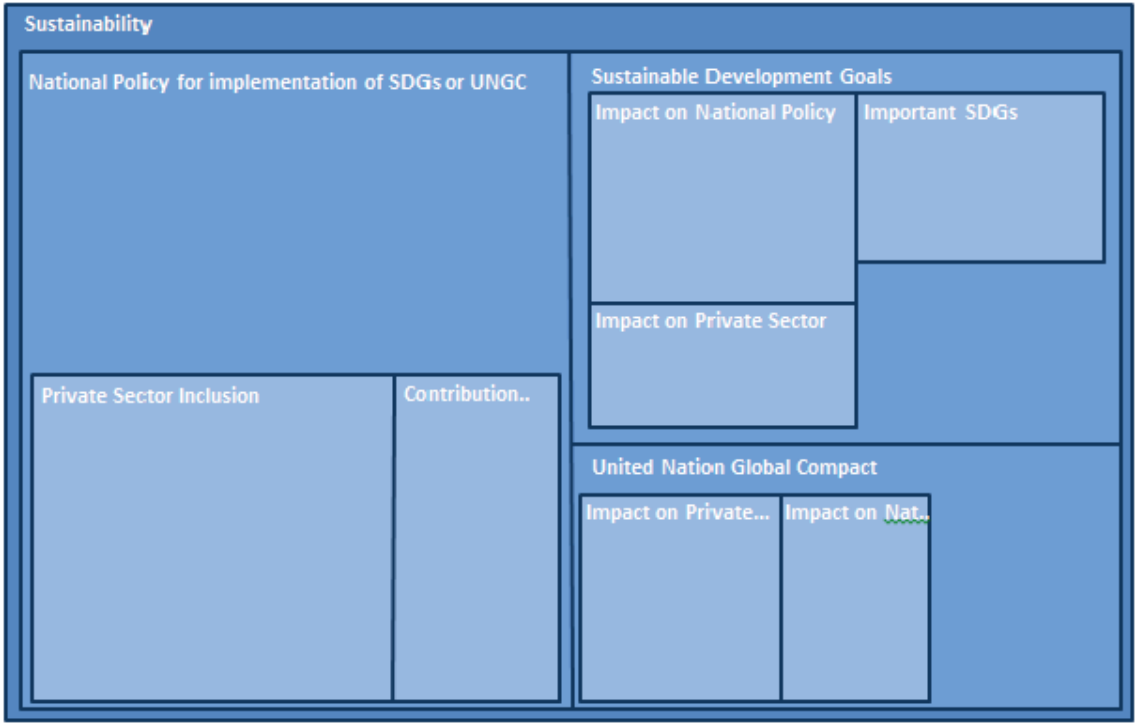
A 4.2: Categories and Subcategories of the Data Gathered from the Interviews with the UAE Federal Competitiveness and Statistics Authority

Nodes			
Name	Sources	References	
<div> <div></div> <div>Sustainability</div> </div>	0	0	
<div> <div></div> <div> <div>National policy for implementation of SDGs or UNGCs</div> <div> <div>Contribution of CSR in achieving SDGs</div> <div>Private Sector Inclusion</div> </div> </div> </div>	4	13	
<div> <div></div> <div>Sustainable Development Goals</div> </div>	4	4	
<div> <div></div> <div> <div>Impact on National Policy</div> <div>Impact on Private Sector</div> <div>Important SDGs</div> </div> </div>	4	6	
<div> <div></div> <div>United Nation Global Compact</div> </div>	4	4	
<div> <div></div> <div> <div>Impact on National Policy</div> <div>Impact on Private Sector</div> </div> </div>	4	4	
	4	5	

A 4.3: Hierarchical Structure of Categories and Subcategories in the Interviews with Professionals in the UAE Ministry of Foreign Affairs and International Cooperation



A 4.4: Hierarchical Structure of Categories and Subcategories in the Interviews with Professionals in the UAE Federal Competitiveness and Statistics Authority



A 5.1: List of UNGC UAE Network–Registered Companies as on 18 December 2017

	Company Name	Industry
1	Geopolicity Inc.	Support Services
2	Green Touches	Ecology consultancy
3	Migrate World Ltd	Support Services
4	Naseba	Support Services
5	Wedekind Global Business Solutions (W.G.B.S) FZE	Delivery Industry
6	Globe Express Services	Support Services
7	Mostaqbalhom Amanah Initiative	Charity Institution
8	Companies 4 Good	Environment
9	Hannonford University –Distance Learning FZE	Education
10	Pateo Projects FZE	Support Services
11	Siena Advisory	Support Services
12	Sahel Al Jazeera Cleaning Services LLC	Support Services
13	Al Wasl International Group – Advocates & Legal Consultants	Legal Consultants
14	RSA Logistics	Support Services
15	The Box Self Storage Services LLC	Support Services
16	Farnek Services LLC	Real Estate Investment & Services
17	United Advocates	Legal Consultants
18	EuroMaTech Training and Management Consultancy	Support Services
19	AZTech FZ-LLC	Support Services
20	GLOMACS Training and Seminars FZ-LLC	Support Services
21	Sustainability Excellence Management Consulting Limited	Support Services
22	Potential FZ-LLC	Support Services
23	CTG Global Limited	Support Services
24	Red Solutions FZ-LLC	Support Services
25	Advanced Facilities Management	Support Services
26	Corporate Research and Investigations LLC	Support Services
27	The Marcura Group	Support Services
28	Automotive Management Services	Support Services
29	FSI Worldwide Limited	Support Services
30	Tristar Transport LLC	Support Services
31	Mentor FZ-LLC	Support Services

	Company Name	Industry
32	Mena Properties Services LLC	Real Estate Investment & Services
33	Q and A Real Estate Brokerage	Real Estate Investment & Services
34	Union Properties	Real Estate Investment & Services
35	Sun and Sand Developers FZCO	Real Estate Investment & Services
36	Harbor Real Estate	Real Estate Investment & Services
37	Majid Al Futtaim	Real Estate Investment & Services
38	Diamond Developers	Real Estate Investment & Services
39	Hatifkom	Mobile Telecommunications
40	Fast Line Investment Group	Mobile Telecommunications
41	Fast Telecom General Trading	Mobile Telecommunications
42	Emirates Telecommunications Corporation – Etisalat	Mobile Telecommunications
43	Emirates Integrated Telecommunications Company PJSC	Mobile Telecommunications
44	Joannou & Paraskevaides (Overseas) Ltd	Construction & Materials
45	Reliance Contracting Company	Construction & Materials
46	AFGS LLC	Construction & Materials
47	Al Ajmi Engineering Consultants	Engineering Consultant
48	Dewan Architects & Engineers	Construction Consultant
49	Al Masah Capital Limited	Financial Services
50	Regulus Capital Limited	Financial Services
51	UAE Exchange Centre LLC	Financial Services
52	Societe Generale Dubai	Banks
53	ShiftIN Partners	Consultant Company
54	Evolvin' Women	Social Enterprise

	Company Name	Industry
55	Careem	Transportation Services
56	Pomegranate Institute	Language Institute
57	TFAO Media LLC	Media
58	First Abu Dhabi Bank (FAB)	Banks
59	Coco Veda (EMEA) LLC	Personal Goods
60	Dubai Electricity and Water Authority	Gas, Water & Multiutilities
61	BPW Emirates	Equity Investment Instruments
62	Agrifields DMCC	Chemicals
63	Dubai Multi Commodities Centre	Diversified
64	Skyline University College	Education
65	Taj Al Mulook General Trading LLC	Chemicals
66	Imperial Healthcare Institute	Health Care Equipment & Services
67	Procter & Gamble Middle East	Personal Goods
68	Listaproperty.com	Real Estate Investment & Services
69	IMT Dubai	Education
70	Sunmoney Solar FZ LLE	Alternative Energy
71	Target Global Logistics FZE	General Retailers
72	Handy Human Events Organization	Events Organiser
73	Exshipia Consultancy DWC-LLC	Industrial Transportation
74	Intertech FZC	Technology Hardware & Equipment
75	Imperial Consortium of Research and Development	Support Services
76	German Imaging Technologies	Technology Hardware & Equipment
77	Jacky's Retail LLC	Electronic & Electrical Equipment
78	Koita FZE	Beverages
79	Etihad Aviation Group	Travel & Leisure
80	Zenises DMCC	Automobiles & Parts
81	SOS Children's Villages International, Gulf Area Office	Social Services
82	American University in Dubai	Education

	Company Name	Industry
83	Paris-Sorbonne University Abu Dhabi	Education
84	7Cs Group	Diversified
85	Ramada Hotel & Suites Ajman	Hotels
86	Sellforce International LLC	Technology Hardware & Equipment
87	Middlesex University Higher Education Corporation	Education
88	Albahrain Leblanc Emirates Telecommunication Systems LLC	Fixed Line Telecommunications
89	PTL Solar FZ-LLC	Electricity
90	Ultravision Medical Equipment LLC	Health Care Equipment & Services
91	KLT 4 Tech Marketing Management	Software & Computer Services
92	Middle East Model United Nations	Support Services
93	4K Media	Media
94	Arcuate Technologies LLC	Technology Hardware & Equipment
95	WEBB International Middle East Ltd	General Industrials
96	American University of Sharjah School of Business Administration	Education
97	Hart Security Limited	Nonlife Insurance
98	Holiday Inn Dubai Al Barsha Hotel	Hotels
99	Etica CSR	Media
100	Be Connected International	Health Care Equipment & Services
101	Aramex International LLC	Industrial Transportation
102	Beauty connection spa	Health Care Equipment & Services
103	SNF Development Center	Social Services
104	Apparel Group	General Retailers
105	Pearl Initiative	Support Services
106	CEO Clubs Network	Support Services
107	Gulftainer Company Limited	Industrial Transportation
108	Crescent Enterprises	General Industrials
109	Emirates Green Building Council	Construction Consultant

	Company Name	Industry
110	Chalhoub Group	General Retailers
111	Alpha Nero	Household Goods & Home Construction
112	City of Dubai	Government Land Department & Real Estate Services
113	Pegasus Agriculture	Agriculture Consultant
114	Ultimate Armour Works FZC	Automobiles & Parts
115	The Blossom Nursery	Education
116	NRS International FZCO	Charity Institution
117	Dubai Real Estate Institute	Education
118	The Abraaj Group	Equity Investment Instruments
119	Texprego General Trading LLC	Personal Goods
120	International Armored Group FZE	Automobiles & Parts
121	RA International	Construction Company
122	Emirates Environmental Group – EEG	Environment
123	Metito (Overseas) Ltd.	Gas, Water & Multiutilities

(Source: <https://www.unglobalcompact.org/engage-locally/mena/united%20arab%20emirates>)

A 5.2: Response Rate to Job Creation

Create jobs		Selected
Motivation	JOBCRT_MOTIV_profit	# 45
	JOBCRT_MOTIV_suport_busi	44
	JOBCRT_MOTIV_task	30
	JOBCRT_MOTIV_expand_busi	43
External factors	JOBCRT_EXTFACT_gov_regulation	33
	JOBCRT_EXTFACT_help_society	# 49
	JOBCRT_EXTFACT_new_specialty	31
	JOBCRT_EXTFACT_relation_with_society	39
Gender balance	JOBCER_GND_BLNC_ORG_creativity	# 46
	JOBCER_GND_BLNC_ORG_balance_productivity	41
	JOBCER_GND_BLNC_ORG_balance_intrnl_culture	44
	JOBCER_GND_BLNC_ORG_national_gndr_stat	24
External factors for gender balance	JOBCRT_GNDBLNC_national_stat	27
	JOBCRT_GNDBLNC_gov_regulation	38
	JOBCRT_GNDBLNC_avail_candidates	# 53
	JOBCRT_GNDBLNC_gov_strategy	26

(total N=74)

A 5.3: Response Rate to Motivation for Environment Protection

Environment protection		Selected
Design product/service	ENVRMNT_PRODCT_reputation	34
	ENVRMNT_PRODCT_regulation	31
	ENVRMNT_PRODCT_value	# 49
	ENVRMNT_PRODCT_cost_saving	31
	ENVRMNT_PRODCT_awards	23
	ENVRMNT_PRODCT_profit	25
Fund	ENVRMNT_FUND_reputation	44
	ENVRMNT_FUND_regulation	33
	ENVRMNT_FUND_investment	# 45
	ENVRMNT_FUND_awards	20

(total N=74)

A 5.4: Response Rate to Innovation for Sustainability

Innovation for sustainability		Selected
Motivation	INOVATION_MOTIV_market_share	35
	INOVATION_MOTIV_org_develop	39
	INOVATION_MOTIV_new_business	39
	INOVATION_MOTIV_cost_save	34
	INOVATION_MOTIV_customer_expectat.	# 47
	INOVATION_MOTIV_profit	28
Partner	INOVATION_PARTNR_reputation	38
	INOVATION_PARTNR_costsav	35
	INOVATION_PARTNR_product_devel	# 48
	INOVATION_PARTNR_gov_partnership	33
	INOVATION_PARTNR_comunty_presence	32
Funds	INOVATION_FUND_reputation	30
	INOVATION_FUND_cost_save	35
	INOVATION_FUND_product_develop	# 39
	INOVATION_FUND_gov_partnership	34
	INOVATION_FUND_comunty_presence	38
	INOVATION_FUND_investment	31

(total N=74)

A 5.5: Response Rate to Strategic Alignment

Strategic alignment		Selected
Motivation	STRTG_MOTIV_growth	# 51
	STRTG_MOTIV_busns_continuity	45
	STRTG_MOTIV_profit	43
	STRTG_MOTIV_busns_focus	33
	STRTG_MOTIV_utiliz_resources	37
Government strategy	STRTG_ALGNGOV_presence	39
	STRTG_ALGNGOV_reputation	38
	STRTG_ALGNGOV_marketing	29
	STRTG_ALGNGOV_future_growth	# 49
International strategy	STRTG_ALGNINT_presence	42
	STRTG_ALGNINT_reputation	35
	STRTG_ALGNINT_marketing	39
	STRTG_ALGNINT_future_growth	# 42
Partnership	STRTG_PRTNR_presence	41
	STRTG_PRTNR_reputation	# 44
	STRTG_PRTNR_marketing	34
	STRTG_PRTNR_growth	# 43

(total N=74)

A 5.6: Significant Correlations between Main Variables

	Source 1	Source 2	Correlation
1	Engage in sustainability (Join UAE UNGC)	National commitment (support government)	0.487**
2	Helping society (external factor to create jobs)	Engage in sustainability (join UAE UNGC)	0.457**
3	Creativity (obtain gender balance)	Profit (Motivation to create job)	0.525**
4	Availability of candidates (gender balance)	National commitment (support government)	0.413**
5	Value (design product)	Engage in sustainability (Join UAE UNGC)	0.457**
	Value (design product)	Helping society (external factor to create jobs)	0.411**
	Value (design product)	Availability of candidates (gender balance)	0.515**
6	Product development (partner for innovation)	Value (design product)	0.446**
7	Product development (fund innovation)	Value (design product)	0.534**
	Product development (fund innovation)	Customer needs (motivation to innovate)	0.417**
	Product development (fund innovation)	Product development (partner for innovation)	0.503**
8	Growth (motivation to develop strategy)	Helping society (external factor to create jobs)	0.401**
	Growth (motivation to develop strategy)	Availability of candidates (gender balance)	0.437**
	Growth (motivation to develop strategy)	Investment (fund environment initiatives)	0.432**
9	Future growth (align with government strategy)	Customer needs (motivation to innovate)	0.422**
10	Presence (strategic alignment)	Investment (fund environment initiatives)	0.482**
	Presence (strategic alignment)	Customer needs (motivation to innovate)	0.482**
	Presence (strategic alignment)	Growth (motivation to develop strategy)	0.486**
11	Reputation (partnership)	Recognition (support global agenda)	0.401**
	Reputation (partnership)	Presence (strategic alignment)	0.456**

A 5.7: Correlations between Main Variables

Correlations	MOTIV_CSR_engage	MOTIV_GOV_national_commit	MOTIV_UNGC_engage_sustainability	MOTIV_GLBL_recognition	JOBCRT_MOTIV_profit	JOBCRT_EXTFACT_help_society	JOBCER_GND_BLNC_ORG_creativity	JOBCER_GNDBLNC_avl_candidates	ENVRMNT_PRODCT_value	ENVRMNT_FUND_investment	INVATION_MOTIV_customer	INVATION_PRTNR_product_dev	INVATION_FUND_product_develop	STRTG_MOTIV_growth	STRTG_ALNGGOV_future_growth	STRTG_ALGNINT_presence	STRTG_PRTNR_reputation
MOTIV_CSR_engage	1																
MOTIV_GOV_national_commit	.321**	1															
MOTIV_UNGC_engage_sustainability	.317**	.487**	1														
MOTIV_GLBL_recognition	.342**	.218	.289*	1													
JOBCRT_MOTIV_profit	.352**	.350**	.022	.208	1												
JOBCRT_EXTFACT_help_society	.329**	.293*	.457**	.144	.149	1											
JOBCER_GND_BLNC_ORG_creativity	.203	.267*	.157	.179	.525**	.227	1										
JOBCER_GNDBLNC_avl_candidates	.310**	.413**	.390**	.196	.072	.269*	.150	1									
ENVRMNT_PRODCT_value	-.021	.237*	.457**	.201	-.080	.411**	.170	.515**	1								
ENVRMNT_FUND_investment	.352**	.350**	.246*	.263*	.389**	.263*	.358**	.251*	.320**	1							
INVATION_MOTIV_customer	.283*	.238*	.236*	.038	.326**	.249*	.293*	.350**	.307**	.326**	1						
INVATION_PRTNR_product_dev	.132	.266*	.317**	.231*	.068	.212	.032	.310**	.446**	.295*	.397**	1					
INVATION_FUND_product_develop	.225	.251*	.278*	.170	.251*	.366**	.333**	.260*	.534**	.360**	.417**	.503**	1				
STRTG_MOTIV_growth	.379**	.237*	.277*	.141	.315**	.401**	.336**	.437**	.341**	.432**	.298**	.319**	.256*	1			
STRTG_ALNGGOV_future_growth	.037	.237*	.342**	.088	.149	.176	.342**	.146	.235*	.034	.422**	.096	.253*	.221	1		
STRTG_ALGNINT_presence	.398**	.326**	.289*	.242*	.318**	.257*	.510**	.373**	.314**	.482**	.482**	.231*	.277*	.486**	.257*	1	
STRTG_PRTNR_reputation	.329**	.215	.279*	.401**	.199	.128	.334**	.292*	.242*	.365**	.136	.104	.115	.237*	.185	.456**	1

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

A 5.8: Mapping Survey Items to Sustainability Pillars

Constructs		Sustainability pillars		
Motivation construct		Economic	Social	Environment
CSR	MOTIV_CSR_engagement with community		5	1
	MOTIV_CSR_marketing	5	1	
	MOTIV_CSR_self_reputation	3	4	1
	MOTIV_CSR_national_commitment	3	4	1
Government	MOTIV_GOV_reputation	3	4	1
	MOTIV_GOV_recognition	1	4	1
	MOTIV_GOV_public_relation	1	4	
	MOTIV_GOV_marketing	4	2	
	MOTIV_GOV_national_commitment	2	4	1
	MOTIV_GOV_partnership	4	3	1
UNGC	MOTIV_UNGC_reputation	2	3	1
	MOTIV_UNGC_business_engagement	4	1	
	MOTIV_UNGC_engagement_sustainability	2	4	2
	MOTIV_UNGC_marketing	4	2	
	MOTIV_UNGC_CSR	2	5	3
	MOTIV_UNGC_public_relation	2	4	
Global agenda	MOTIV_GLBL_reputation	2	4	1
	MOTIV_GLBL_recognition	1	4	1
	MOTIV_GLBL_marketing	5	2	1
	MOTIV_GLBL_rewards	4	2	2
Create jobs		Economic	Social	Environment
Motivation	JOBCRT_MOTIV_profit	5	1	
	JOBCRT_MOTIV_suport_business	5	1	
	JOBCRT_MOTIV_task	3	2	
	JOBCRT_MOTIV_expand_business	4		
External factors	JOBCRT_EXTFACT_gov_regulation	3	2	2
	JOBCRT_EXTFACT_help_society		4	
	JOBCRT_EXTFACT_new_specialty	3	3	
	JOBCRT_EXTFACT_relation_with_society		4	
Gender balance	JOBCER_GND_BLNC_ORG_creativity	3	3	1
	JOBCER_GND_BLNC_ORG_balance_productivity	5	3	1
	JOBCER_GND_BLNC_ORG_balance_intrnl_culture		5	

	JOB CER_GND_BLNC_ORG_ntional_g ndr_statistics	2	3	
External factors for gender balance	JOB CRT_GNDBLNC_national_statistic s	2	4	1
	JOB CRT_GNDBLNC_gov_regulation	3	4	1
	JOB CRT_GNDBLNC_avl_candidates	2	4	
	JOB CRT_GNDBLNC_gov_strategy	3	4	1
Environment protection		Economic	Social	Environment
Design product/service	ENVRMNT_PRODCT_reputation	3	2	4
	ENVRMNT_PRODCT_regulation	2	2	4
	ENVRMNT_PRODCT_value	3	2	4
	ENVRMNT_PRODCT_cost_saving	5	1	2
	ENVRMNT_PRODCT_awards	3	2	2
	ENVRMNT_PRODCT_profit	5		1
Fund	ENVRMNT_FUND_reputation	4	3	2
	ENVRMNT_FUND_regulation	4	3	2
	ENVRMNT_FUND_investment	4		3
	ENVRMNT_FUND_awards	4	2	4
Innovation for sustainability		Economic	Social	Environment
Motivation	INVATION_MOTIV_market_share	5		
	INVATION_MOTIV_org_developmen t	4	1	
	INVATION_MOTIV_new_buiness	5		
	INVATION_MOTIV_cost_save	5		
	INVATION_MOTIV_customer needs	4	3	1
	INVATION_MOTIV_profit	5		
Partner	INVATION_PRTNR_reputation	3	3	
	INVATION_PRTNR_costsav	5		
	INVATION_PRTNR_product_develop ment	4		1
	INVATION_PRTNR_gov_partnership	4	2	
	INVATION_PRTNR_comunty_presen ce	1	4	
Fund	INVATION_FUND_reputation	4	2	
	INVATION_FUND_costsav	5		
	INVATION_FUND_prodct_develop	4		2
	INVATION_FUND_gov_partnership	4	2	1
	INVATION_FUND_comunty_presenc e	1	4	2
	INVATION_FUND_investment	4		2
Strategic alignment		Economic	Social	Environment

Motivation	STRTG_MOTIV_growth	5		1
	STRTG_MOTIV_busns_continuity	5	1	
	STRTG_MOTIV_profit	5		
	STRTG_MOTIV_business_focus	5		1
	STRTG_MOTIV_utilizing_resources	4	1	2
Government strategy	STRTG_ALGNGOV_presence	3	3	2
	STRTG_ALGNGOV_reputation	3	4	1
	STRTG_ALGNGOV_marketing	4	2	1
	STRTG_ALGNGOV_future_growth	4	1	2
International strategy	STRTG_ALGNINT_presence	3	4	1
	STRTG_ALGNINT_reputation	2	4	1
	STRTG_ALGNINT_marketing	4	2	
	STRTG_ALGNINT_future_growth	4	2	1
Partnership	STRTG_PRTNR_presence	3	3	2
	STRTG_PRTNR_reputation	2	3	1
	STRTG_PRTNR_marketing	4	2	
	STRTG_PRTNR_growth	4	1	1